

From: [Brown, Faye](#)
To: [Branam, Kimberly](#)
Subject: CFO Applicant Review
Date: Friday, September 28, 2018 5:38:58 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Kimberly,

I've finished my review. I agreed with Melissa on everyone she put in the "low" pile with the exception of two that I pulled and added to her "high" pile. I did not see any reason to pull anyone from Melissa's "Medium" pile.

Melissa had eight folks in the "high" pile, so now there are 10 in that stack for your review. Melissa's note says that the "high" group includes "37 to 50% POC".

There was one candidate that I thought would be interesting to explore. I put him at the top of the attached spreadsheet. The ones in green are the ones I pulled from the "low" pile. All the others are simply entered on the sheet in alpha order.

There is one candidate that has mostly federal government budget experience (NAME REDACTED) and one that has mostly audit experience (NAME REDACTED). Those might not be the best fit for the position. Both candidates are veterans.

I'll put the stacks and spreadsheet on your desk. Have a nice weekend!

Faye



Faye Brown, CPA

Chief Financial Officer

Finance & Business Operations

PDC is now **PROSPER PORTLAND**

p: 503-823-3230 m: 503-475-6874

a: 222 NW 5th Ave. Portland OR 97209

w: prosperportland.us e: BrownF@prosperportland.us



From: [Brown, Faye](#)
To: [Cordial, Melissa](#)
Cc: [Murray, Sean](#)
Subject: CFO Applicants
Date: Monday, October 01, 2018 2:05:24 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Melissa,

Attached is the summary I sent to Kimberly on Friday. I pulled two candidates from your low pile and added to the high. Otherwise, I agreed with your categories completely. I highlighted the two I pulled from low in green and put the candidate at the top that I wanted to highlight for Kimberly as a seemingly strong candidate.

Regarding the new candidates you provided today, I agree with your categories. I don't think we should add them to the "high" category.

Faye



Faye Brown, CPA

Chief Financial Officer

Finance & Business Operations

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Chief Financial Officer Applicants- 9/28/2018

[illegible]

From: [Brown, Faye](#)
To: [Branam, Kimberly](#)
Subject: CFO Candidates
Date: Friday, October 12, 2018 4:52:24 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Kimberly,

You'll receive your official information from HR, but attached shows the top 5 candidates. They're in alphabetical order as are the ones that did not make the cut which I have dropped to the bottom. Everyone agreed on the top five. There was some discussion about whether to bring [NAME REDACTED] and/or [NAME REDACTED] in for an in-person interview but there wasn't consensus on those two. I know that I only have one voice on the panel but I did not think they would be better than our two finalists ([NAMES REDACTED] from the first recruitment. It didn't seem like anyone felt strongly about bringing either of the two back, just some general discussion.

Faye



Faye Brown, CPA

Chief Financial Officer

Finance & Business Operations

PDC is now **PROSPER PORTLAND**

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a: 222 NW 5th Ave. Portland OR 97209

w: prosperportland.us e: BrownF@prosperportland.us



From: [Murray, Sean](#)
To: [Branam, Kimberly](#)
Cc: [Cordial, Melissa](#)
Subject: Follow up - CFO Interviews
Date: Friday, October 12, 2018 6:09:34 PM

Hi Kimberly,

The telephone interviews concluded today. The panel debriefed and agreed that the following candidates should advance to the next phase of the in-person interviews:

- Adam Lane
- [NAME REDACTED]
- [NAME REDACTED]
- [NAME REDACTED]
- [NAME REDACTED]

Melissa will work on scheduling the candidates for the in-person interviews. Please let me know if you have any questions.

Thanks, Sean

Davis-Brown, Frederick

Subject: FW: Follow up - CFO Interviews

From: Branam, Kimberly
Sent: Friday, October 12, 2018 6:37 PM
To: Murray, Sean <MurrayS@prosperportland.us>
Cc: Cordial, Melissa <CordialM@ProsperPortland.us>
Subject: Re: Follow up - CFO Interviews

Sounds great; thank you!

Sent from my iPhone

On Oct 12, 2018, at 6:09 PM, Murray, Sean <MurrayS@prosperportland.us> wrote:

Hi Kimberly,

The telephone interviews concluded today. The panel debriefed and agreed that the following candidates should advance to the next phase of the in-person interviews:

- Adam Lane
- REDACTED
- REDACTED
- REDACTED
- REDACTED

Melissa will work on scheduling the candidates for the in-person interviews. Please let me know if you have any questions.

Thanks, Sean

From: [Branam, Kimberly](#)
To: [Murray, Sean](#)
Cc: [Cordial, Melissa](#)
Subject: Re: Follow up - CFO Interviews
Date: Friday, October 12, 2018 6:37:26 PM

Sounds great; thank you!

Sent from my iPhone

From: [Murray, Sean](#)
To: [Cordial, Melissa](#)
Cc: [Branam, Kimberly](#)
Subject: CFO Interviews - Next Phase
Date: Tuesday, October 30, 2018 9:58:06 AM

Hi Melissa,

The interview team convened yesterday and recommended [NAME REDACTED] and Adam Lane to move forward into the next phase of the selection process. Unless Kimberly would like for us to hold, please move forward with contacting the two candidates today to inform them.

Thanks, Sean

From: [Murray, Sean](#)
To: [Kean, Alison](#)
Subject: FW: CFO Interviews - Next Phase
Date: Thursday, May 09, 2019 2:30:47 PM

From: Cordial, Melissa
Sent: Tuesday, October 30, 2018 12:12 PM
To: Murray, Sean <MurrayS@prosperportland.us>
Cc: Branam, Kimberly <BranamK@ProsperPortland.us>
Subject: RE: CFO Interviews - Next Phase

Everything has been scheduled and candidates moving forward have been invited. I am just waiting on their responses.

From: Murray, Sean
Sent: Tuesday, October 30, 2018 9:58 AM
To: Cordial, Melissa <CordialM@ProsperPortland.us>
Cc: Branam, Kimberly <BranamK@ProsperPortland.us>
Subject: CFO Interviews - Next Phase

Hi Melissa,

The interview team convened yesterday and recommended REDACTED and Adam Lane to move forward into the next phase of the selection process. Unless Kimberly would like for us to hold, please move forward with contacting the two candidates today to inform them.

Thanks, Sean

From: [Cordial, Melissa](#)
To: [Murray, Sean](#)
Cc: [Branam, Kimberly](#)
Subject: RE: CFO Interviews - Next Phase
Date: Tuesday, October 30, 2018 12:12:21 PM

Everything has been scheduled and candidates moving forward have been invited. I am just waiting on their responses.

Davis-Brown, Frederick

Subject: FW: CFO Interviews - Next Phase

On Oct 30, 2018, at 1:00 PM, Murray, Sean <MurrayS@prosperportland.us> wrote:

Thanks, Melissa. Per our discussion, please also add REDACTED (who's application came after the initial screening) to the next phase of the process to give a counter-balance to the other two candidates who lean more private sector. I will follow up with the interview panel to inform them of the additional candidate.

Thanks, Sean

From: Cordial, Melissa
Sent: Tuesday, October 30, 2018 12:12 PM
To: Murray, Sean <murrays@prosperportland.us>
Cc: Branam, Kimberly <BranamK@ProsperPortland.us>
Subject: RE: CFO Interviews - Next Phase

Everything has been scheduled and candidates moving forward have been invited. I am just waiting on their responses.

From: Murray, Sean
Sent: Tuesday, October 30, 2018 9:58 AM
To: Cordial, Melissa <CordialM@ProsperPortland.us>
Cc: Branam, Kimberly <BranamK@ProsperPortland.us>
Subject: CFO Interviews - Next Phase

Hi Melissa,

The interview team convened yesterday and recommended REDACTED and Adam Lane to move forward into the next phase of the selection process. Unless Kimberly would like for us to hold, please move forward with contacting the two candidates today to inform them.

Thanks, Sean

From: [Murray, Sean](#)
To: [Cordial, Melissa](#)
Cc: [Branam, Kimberly](#)
Subject: RE: CFO Interviews - Next Phase
Date: Tuesday, October 30, 2018 1:00:02 PM

Thanks, Melissa. Per our discussion, please also add [NAME REDACTED (who's application came after the initial screening) to the next phase of the process to give a counter-balance to the other two candidates who lean more private sector. I will follow up with the interview panel to inform them of the additional candidate.

Thanks, Sean

From: [Branam, Kimberly](#)
To: [Murray, Sean](#)
Subject: Re: CFO Interviews - Next Phase
Date: Tuesday, October 30, 2018 2:35:22 PM

Can the round 2 panel interview her in advance?

Sent from my iPhone

From: [Cordial, Melissa](#)
To: [Murray, Sean](#); [Branam, Kimberly](#); [Arreola, Mayra](#); [Lee, Bobby](#); [Brown, Faye](#); [Kean, Alison](#)
Subject: CFO Interviews Tomorrow
Date: Monday, November 05, 2018 1:11:23 PM
Attachments: [Adam Lane.pdf](#)

Hello Everyone.

I apologize for the delay on your packets today. I am unfortunately out and will have to get them to you tomorrow at the start of your interviews.

Here are the candidates' resumes for a preliminary review. We will be interviewing 3 candidates (each for 40 minutes) in Love Portland. Jennifer Cooperman and Kari Guy will be joining us for these interviews. Please be sure to keep the candidates' names confidential.

Happy to answer any questions you may have.

Melissa

From: [Adam Lane](#)
To: [Branam, Kimberly](#)
Subject: Lunch or Coffee over Thanksgiving Break
Date: Tuesday, November 20, 2018 8:30:47 AM

Good Morning Kimberly,

Some good news to share. We managed to get a cure transaction closed yesterday which, will square Ecotrust with both Business Oregon and the Department of Revenue.

If you still plan to be around over the holiday break I would love to take you up on your offer to talk. Saturday or Sunday would be best for me. My cell phone is REDACTED.

Thank you!

Adam Lane

From: [Branam, Kimberly](#)
To: [Adam Lane](#)
Cc: [Murray, Sean](#)
Subject: Re: Lunch or Coffee over Thanksgiving Break
Date: Tuesday, November 20, 2018 9:13:03 AM

Hi Adam,

That's great to hear; congratulations.

Let's definitely get together for coffee or lunch this coming weekend. Would 10am on Sunday work for you? I'm pretty flexible on both days so would be happy to find another time if that's not ideal.

Looking forward to it.

- Kimberly

Sent from my iPhone

On Nov 20, 2018, at 8:30 AM, Adam Lane wrote:

Good Morning Kimberly,

Some good news to share. We managed to get a cure transaction closed yesterday which, will square Ecotrust with both Business Oregon and the Department of Revenue.

If you still plan to be around over the holiday break I would love to take you up on your offer to talk. Saturday or Sunday would be best for me. My cell phone is REDACTED.

Thank you!

Adam Lane

From: [Murray, Sean](#)
To: [Branam, Kimberly](#)
Subject: RE: Lunch or Coffee over Thanksgiving Break
Date: Tuesday, November 20, 2018 9:36:09 AM

That's great news! Let's discuss next steps soon so we know how to proceed. Thanks, Sean

From: Branam, Kimberly
Sent: Tuesday, November 20, 2018 9:13 AM
To: Adam Lane
Cc: Murray, Sean <murrays@prosperportland.us>
Subject: Re: Lunch or Coffee over Thanksgiving Break

Hi Adam,

That's great to hear; congratulations.

Let's definitely get together for coffee or lunch this coming weekend. Would 10am on Sunday work for you? I'm pretty flexible on both days so would be happy to find another time if that's not ideal.

Looking forward to it.

- Kimberly

Sent from my iPhone

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If you still plan to be around over the holiday break I would love to take you up on your offer to talk. Saturday or Sunday would be best for me. My cell phone is REDACTED.

Thank you!

Adam Lane

From: [Adam Lane](#)
To: [Branam, Kimberly](#); [Murray, Sean](#)
Subject: Re: Lunch or Coffee over Thanksgiving Break
Date: Saturday, November 24, 2018 4:11:30 PM

Kimberly,

Sorry for the slow response. 10 am tomorrow would be great. What part of town do you live in?

Adam

From: Branam, Kimberly <BranamK@ProsperPortland.us>
Sent: Tuesday, November 20, 2018 9:13 AM
To: Adam Lane
Cc: Murray, Sean
Subject: Re: Lunch or Coffee over Thanksgiving Break

Hi Adam,

That's great to hear; congratulations.

Let's definitely get together for coffee or lunch this coming weekend. Would 10am on Sunday work for you? I'm pretty flexible on both days so would be happy to find another time if that's not ideal.

Looking forward to it.

- Kimberly

Sent from my iPhone

From: [Adam Lane](#)
To: [Branam, Kimberly](#); [Murray, Sean](#)
Subject: Re: Lunch or Coffee over Thanksgiving Break
Date: Monday, November 26, 2018 9:19:07 AM

Kimberly,

Thank you again for meeting with me on Sunday. I deeply appreciate your thoughtful answers and remain very interested in the position. If it is possible to set up a meeting with Fay that would be valuable for me. As we also discussed, I would like to review a contingent offer in advance of setting up the legal review of the Rough and Ready situation.

Many thanks.

Adam

From: Adam Lane
Sent: Saturday, November 24, 2018 4:11 PM
To: Branam, Kimberly; Murray, Sean
Subject: Re: Lunch or Coffee over Thanksgiving Break

Kimberly,

Sorry for the slow response. 10 am tomorrow would be great. What part of town do you live in?

Adam

From: Branam, Kimberly <BranamK@ProsperPortland.us>
Sent: Tuesday, November 20, 2018 9:13 AM
To: Adam Lane
Cc: Murray, Sean
Subject: Re: Lunch or Coffee over Thanksgiving Break

Hi Adam,

That's great to hear; congratulations.

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Looking forward to it.

- Kimberly

Sent from my iPhone

Davis-Brown, Frederick

Subject: FW: Lunch or Coffee over Thanksgiving Break



From: Murray, Sean

Sent: Monday, November 26, 2018 11:42 AM

To: Branam, Kimberly <BranamK@ProsperPortland.us>

Subject: RE: Lunch or Coffee over Thanksgiving Break

Will do.

Sent from [Mail](#) for Windows 10

From: Branam, Kimberly

Sent: Monday, November 26, 2018 9:37:59 AM

To: Murray, Sean; Brown, Faye

Subject: Fw: Lunch or Coffee over Thanksgiving Break

Sean - Per below, can you help Faye and Adam connect via phone over the coming week? Let's discuss the contingent offer, reference checks etc. when I'm back in the office later today - Kimberly

From: Adam Lane

Sent: Monday, November 26, 2018 9:19 AM

To: Branam, Kimberly; Murray, Sean

Subject: Re: Lunch or Coffee over Thanksgiving Break

Kimberly,

Thank you again for meeting with me on Sunday. I deeply appreciate your thoughtful answers and remain very interested in the position. If it is possible to set up a meeting with Fay that would be valuable for me. As we also discussed, I would like to review a contingent offer in advance of setting up the legal review of the Rough and Ready situation.

Many thanks.

Adam

From: Adam Lane

Sent: Saturday, November 24, 2018 4:11 PM

To: Branam, Kimberly; Murray, Sean

Subject: Re: Lunch or Coffee over Thanksgiving Break

Kimberly,

Sorry for the slow response. 10 am tomorrow would be great. What part of town do you live in?

Adam

From: Branam, Kimberly <BranamK@ProsperPortland.us>

Sent: Tuesday, November 20, 2018 9:13 AM

To: Adam Lane

Cc: Murray, Sean

Subject: Re: Lunch or Coffee over Thanksgiving Break

Hi Adam,

That's great to hear; congratulations.

Let's definitely get together for coffee or lunch this coming weekend. Would 10am on Sunday work for you? I'm pretty flexible on both days so would be happy to find another time if that's not ideal.

Looking forward to it.

- Kimberly

Sent from my iPhone

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Good Morning Kimberly,

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If you still plan to be around over the holiday break I would love to take you up on your offer to talk. Saturday or Sunday would be best for me. My cell phone is REDACTED.

Thank you!

Adam Lane

From: [Murray, Sean](#)
To: [Branam, Kimberly](#)
Subject: RE: Lunch or Coffee over Thanksgiving Break
Date: Monday, November 26, 2018 11:42:30 AM

Will do.

Sent from [Mail](#) for Windows 10

From: Branam, Kimberly
Sent: Monday, November 26, 2018 9:37:59 AM
To: Murray, Sean; Brown, Faye
Subject: Fw: Lunch or Coffee over Thanksgiving Break

Sean - Per below, can you help Faye and Adam connect via phone over the coming week?
Let's discuss the contingent offer, reference checks etc. when I'm back in the office later today
- Kimberly

From: Adam Lane
Sent: Monday, November 26, 2018 9:19 AM
To: Branam, Kimberly; Murray, Sean
Subject: Re: Lunch or Coffee over Thanksgiving Break

Kimberly,

Thank you again for meeting with me on Sunday. I deeply appreciate your thoughtful answers and remain very interested in the position. If it is possible to set up a meeting with Fay that would be valuable for me. As we also discussed, I would like to review a contingent offer in advance of setting up the legal review of the Rough and Ready situation.

Many thanks.

Adam

From: Adam Lane
Sent: Saturday, November 24, 2018 4:11 PM
To: Branam, Kimberly; Murray, Sean
Subject: Re: Lunch or Coffee over Thanksgiving Break

Kimberly,

Sorry for the slow response. 10 am tomorrow would be great. What part of town do you live in?

Adam

From: Branam, Kimberly <BranamK@ProsperPortland.us>

Sent: Tuesday, November 20, 2018 9:13 AM

To: Adam Lane

Cc: Murray, Sean

Subject: Re: Lunch or Coffee over Thanksgiving Break

Hi Adam,

That's great to hear; congratulations.

Let's definitely get together for coffee or lunch this coming weekend. Would 10am on Sunday work for you? I'm pretty flexible on both days so would be happy to find another time if that's not ideal.

Looking forward to it.

- Kimberly

Sent from my iPhone

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Good Morning Kimberly,

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If you still plan to be around over the holiday break I would love to take you up on your offer to talk. Saturday or Sunday would be best for me. My cell phone is REDACTED.

Thank you!

Adam Lane

From: [Murray, Sean](#)
To: [Branam, Kimberly](#)
Subject: FW: Meeting with Adam
Date: Tuesday, November 27, 2018 10:45:37 AM

FYI.... Faye will be meeting with Adam tomorrow afternoon.

From: Brown, Faye
Sent: Tuesday, November 27, 2018 9:04 AM
To: Cordial, Melissa <CordialM@ProsperPortland.us>
Cc: Murray, Sean <murrays@prosperportland.us>
Subject: Re: Meeting with Adam

Thanks Melissa. Let's do Wednesday at 3:00 in my office. If he needs later than 3:00 that's fine. I'll plan to come in at 3:00 and will be available until 5:00.

Sent from my iPhone

On Nov 27, 2018, at 9:02 AM, Cordial, Melissa <CordialM@ProsperPortland.us> wrote:

Hi Faye.

Adam would like to meet in person if possible. He is available this week at the times below. Let me know when is best and if you would prefer to meet in your office, in a conference room, or at a coffee shop nearby.

Melissa

Wednesday

- 8 to 9:30
- 10 to 1
- Anytime after 3

Thursday

- Anytime after 10:30

Davis-Brown, Frederick

Subject: FW: Reference Inquiry

From: Murray, Sean

Sent: Thursday, December 06, 2018 12:01 PM

To: REDACTED

Cc: Cordial, Melissa <CordialM@ProsperPortland.us>

Subject: RE: Reference Inquiry

Hello REDACTED,

Melissa Cordial from our office will be in contact with you shortly.

Thanks, Sean

From: REDACTED

Sent: Thursday, December 06, 2018 9:33 AM

To: Murray, Sean <murrays@prosperportland.us>

Subject: Re: Reference Inquiry

Sean - happy to talk - I'm at REDACTED. Thanks.

Sent from my iPhone

On Dec 3, 2018, at 10:52, Murray, Sean <MurrayS@prosperportland.us> wrote:

Hello REDACTED,

By way of introductions, I'm Sean Murray, Director of Human Resources with Proposer Portland, and I'm conducting a reference check regarding Adam Lane - a finalist for our Chief financial Officer position.

Please let me know when you're available for a call you to answer a few questions about Adam.

Sincerely,

Sean

<image001.png>

Sean L. Murray

Director of Human Resources

Human Resources Department

PDC is now **PROSPER PORTLAND**

p: 503-823-3279

a: 222 NW 5th Ave. Portland OR 97209

w: prosperportland.us **e:** murrays@prosperportland.us

<image002.png> <image003.png> <image004.png> <image005.png> <image006.png>

From: [Murray, Sean](#)
To: [Branam, Kimberly](#)
Subject: FW: Adam's References
Date: Monday, December 10, 2018 4:41:00 PM

Hi Kimberly,

Attached are the two references for Adam. I don't see any concerns, but I would like for you to review and let me know if he is approved to attend the board retreat this week. If so, I will contact Adam about attending.

Thanks, Sean

From: Cordial, Melissa
Sent: Monday, December 10, 2018 2:53 PM
To: Murray, Sean <murrays@prosperportland.us>
Subject: Adam's References

From: [Kean, Alison](#)
To: [Branam, Kimberly](#)
Cc: [Murray, Sean](#); [Wasserman, John](#)
Subject: Confidential memo
Date: Friday, December 28, 2018 3:23:14 PM

[UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]

From: [Branam, Kimberly](#)
To: gacruz@fwwlaw.com; [Kean, Alison](#)
Subject: Fwd: Confidential memo
Date: Thursday, January 03, 2019 8:06:15 AM

Hi Tavo - Hope you're well. Sharing In preparation for call today or tomorrow. Talk soon! - Kimberly

Sent from my iPhone

Begin forwarded message:

From: "Kean, Alison" <Keana@prosperportland.us>
Date: December 28, 2018 at 3:23:09 PM PST
To: "Branam, Kimberly" <BranamK@ProsperPortland.us>
Cc: "Murray, Sean" <MurrayS@prosperportland.us>, "Wasserman, John" <wassermanj@prosperportland.us>
Subject: Confidential memo

[UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]

From: [Adam Lane](#)
To: [Branam, Kimberly](#)
Subject: Fw: Follow up
Date: Thursday, January 03, 2019 5:57:52 PM

Thank you for the call tonight Kimberly. I am very excited that soon I will be on your team!

See the correspondence between Sean and myself below.

Adam

From: Adam Lane
Sent: Monday, December 17, 2018 6:30 PM
To: Murray, Sean
Subject: Re: Follow up

Confirmed! Thanks Sean. And to reiterate the sooner we can initiate the legal review, the better.

In appreciation,

Adam

On Dec 17, 2018, at 6:17 PM, Murray, Sean <MurrayS@prosperportland.us> wrote:

Hello Adam,

Based on our conversation today, you will accept the employment offer with the following revisions to the original offer:

1. Salary: Salary: \$173,0000 annually. Similar to labor agreement, you would be eligible for COLA (e.g., effect: 7/1 Last year – 1.5%; and adjustments: 8/1. - 3.5%). We are currently in negotiations with union.
2. Vacation Leave: Employee accrues 17days per year (with accrual limit of 280 hours annually); 40 hours frontload to be used after 30 days of employment.
3. Start date: You would prefer to provide your current agency with 2 months' notice upon completion of your work product review.

If this offer reflects your understanding, please confirm and I will prepare a formal offer letter for your review and signature.

Thanks, Sean

From: Murray, Sean
Sent: Saturday, December 15, 2018 8:14 PM
To: Adam Lane
Subject: Follow up

Hello Adam,

In follow up to our conversation yesterday, the following outlines a comprehensive offer for the Chief Financial Officer position with Prosper Portland. As discussed, this offer is contingent upon successful reference checks and extensive review of your work product:

1. Health Insurance: Agency pays 95% of premium/ Employee pays 5%.
2. Basic Life, LTD and AD&D – Employer pays 100%; Annual Salary payout;
3. PERS: Employer pays 6% on employee's behalf (contribution begins after 6 full months of employment);
4. Sick Leave: Employee accrues 104 hours annually (i.e., 4 hours per pay period);
5. Vacation Leave: Employee accrues 15 days per year (with accrual limit of 280 hours annually);
6. Holidays: Employer observes 10 holidays annually;
7. Personal Holidays: Employee receives 3 days annually (if employed by March);
8. Professional Development: Employee will have up to \$3K per year for professional development, maintenance of certifications;
9. Salary: \$171,0000 annually. Similar to labor agreement, you would be eligible for COLA (e.g., effect: 7/1 Last year – 1.5%; and adjustments: 8/1. - 3.5%). We are currently in negotiations with union;
10. Start date: TBD;
11. Cell Phone Stipend: \$40/month; and,
12. Bike/walk stipend: \$41/month.

Also attached for your review is a summary of the employee benefits plans offered by the Agency.

I look forward to our conversation on Monday.

Thanks, Sean

From: [Branam, Kimberly](#)
To: [Cordial, Melissa](#); [Kean, Alison](#)
Cc: [Murray, Sean](#)
Subject: Fw: Follow up
Date: Thursday, January 03, 2019 8:34:31 PM

Hi team,

Would like to get his offer letter out tomorrow if at all possible. Adam will tell his team as soon as he receives the official letter from us.

thanks -

Kimberly

From: Adam Lane
Sent: Thursday, January 3, 2019 5:57 PM
To: Branam, Kimberly
Subject: Fw: Follow up

Thank you for the call tonight Kimberly. I am very excited that soon I will be on your team!

See the correspondence between Sean and myself below.

Adam

From: Adam Lane
Sent: Monday, December 17, 2018 6:30 PM
To: Murray, Sean
Subject: Re: Follow up

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In appreciation,

Adam

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Sent: Saturday, December 15, 2018 8:14 PM

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3. PERS: Employer pays 6% on employee's behalf (contribution begins after 6 full months of employment);
4. Sick Leave: Employee accrues 104 hours annually (i.e., 4 hours per pay period);
5. Vacation Leave: Employee accrues 15 days per year (with accrual limit of 280 hours annually);
6. Holidays: Employer observes 10 holidays annually;
7. Personal Holidays: Employee receives 3 days annually (if employed by March);

8. Professional Development: Employee will have up to \$3K per year for professional development, maintenance of certifications;
9. Salary: \$171,0000 annually. Similar to labor agreement, you would be eligible for COLA (e.g., effect: 7/1 Last year – 1.5%; and adjustments: 8/1. - 3.5%). We are currently in negotiations with union;
10. Start date: TBD;
11. Cell Phone Stipend: \$40/month; and,
12. Bike/walk stipend: \$41/month.

Also attached for your review is a summary of the employee benefits plans offered by the Agency.

I look forward to our conversation on Monday.

Thanks, Sean

From: [Kean, Alison](#)
To: [Branam, Kimberly](#); [Cordial, Melissa](#)
Cc: [Murray, Sean](#); [Colson, Selena](#)
Subject: Re: Follow up
Date: Friday, January 04, 2019 7:27:01 AM

[REDACTED]

[UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]

From: Branam, Kimberly <branamk@prosperportland.us>
Sent: Thursday, January 3, 2019 8:34 PM
To: Cordial, Melissa; Kean, Alison
Cc: Murray, Sean
Subject: Fw: Follow up

Hi team,

Would like to get his offer letter out tomorrow if at all possible. Adam will tell his team as soon as he receives the official letter from us.

thanks -

Kimberly

From: Adam Lane
Sent: Thursday, January 3, 2019 5:57 PM
To: Branam, Kimberly
Subject: Fw: Follow up

Thank you for the call tonight Kimberly. I am very excited that soon I will be on your team!

See the correspondence between Sean and myself below.

Adam

From: Adam Lane
Sent: Monday, December 17, 2018 6:30 PM
To: Murray, Sean

Subject: Re: Follow up

Confirmed! Thanks Sean. And to reiterate the sooner we can initiate the legal review, the better.

In appreciation,

Adam

On Dec 17, 2018, at 6:17 PM, Murray, Sean <MurrayS@prosperportland.us> wrote:

Hello Adam,

Based on our conversation today, you will accept the employment offer with the following revisions to the original offer:

1. Salary: Salary: \$173,0000 annually. Similar to labor agreement, you would be eligible for COLA (e.g., effect: 7/1 Last year – 1.5%; and adjustments: 8/1. - 3.5%). We are currently in negotiations with union.
2. Vacation Leave: Employee accrues 17days per year (with accrual limit of 280 hours annually); 40 hours frontload to be used after 30 days of employment.
3. Start date: You would prefer to provide your current agency with 2 months' notice upon completion of your work product review.

If this offer reflects your understanding, please confirm and I will prepare a formal offer letter for your review and signature.

Thanks, Sean

From: Murray, Sean

Sent: Saturday, December 15, 2018 8:14 PM

To: Adam Lane

Subject: Follow up

Hello Adam,

In follow up to our conversation yesterday, the following outlines a comprehensive offer for the Chief Financial Officer position with Prosper Portland. As discussed, this offer is contingent upon successful reference checks and extensive review of your work

product:

1. Health Insurance: Agency pays 95% of premium/ Employee pays 5%.
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Also attached for your review is a summary of the employee benefits plans offered by the Agency.

I look forward to our conversation on Monday.

Thanks, Sean

From: [Colson, Selena](#)
To: [Kean, Alison](#); [Branam, Kimberly](#); [Cordial, Melissa](#)
Cc: [Murray, Sean](#)
Subject: RE: Follow up
Date: Friday, January 04, 2019 7:34:38 AM

REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

From: Kean, Alison
Sent: Friday, January 04, 2019 7:27 AM
To: Branam, Kimberly <BranamK@ProsperPortland.us>; Cordial, Melissa <CordialM@ProsperPortland.us>
Cc: Murray, Sean <murrays@prosperportland.us>; Colson, Selena <ColsonS@ProsperPortland.us>
Subject: Re: Follow up

REDACTED
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To: Murray, Sean

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Thanks, Sean

From: [Kean, Alison](#)
To: [Colson, Selena](#); [Branam, Kimberly](#); [Cordial, Melissa](#)
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Subject: Re: Follow up
Date: Friday, January 04, 2019 7:38:38 AM

REDACTED

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From: [Branam, Kimberly](#)
To: [Colson, Selena](#); [Kean, Alison](#); [Cordial, Melissa](#)
Cc: [Murray, Sean](#)
Subject: RE: Follow up
Date: Friday, January 04, 2019 2:54:00 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Thanks, team. [REDACTED -**UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225**]

Would love to get it to Adam COB if possible. Thanks!- Kimberly



Kimberly Branam

Executive Director

PDC is now **PROSPER PORTLAND**

p: 503-823-3794

a: 222 NW 5th Ave. Portland OR 97209

w: prosperportland.us **e:** BranamK@prosperportland.us



From: Colson, Selena

Sent: Friday, January 04, 2019 7:39 AM

To: Kean, Alison <keana@prosperportland.us>; Branam, Kimberly <BranamK@ProsperPortland.us>; Cordial, Melissa <CordialM@ProsperPortland.us>

Cc: Murray, Sean <murrays@prosperportland.us>

Subject: RE: Follow up

Consider it done.

From: [Colson, Selena](#)
To: [Branam, Kimberly](#); [Kean, Alison](#); [Cordial, Melissa](#)
Cc: [Murray, Sean](#)
Subject: RE: Follow up
Date: Friday, January 04, 2019 4:00:41 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Hi Kimberly –

REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

As I will be out of the office upon your return, Kimberly, maybe we could send Adam a pdf unsigned version once Sean/Alison has added their thoughts to the latest version of the offer letter which I just sent to Sean? Or, if you would sign the final version of the offer letter and slide under my door, I can send to Adam first thing Monday am.

I'm bringing my laptop home and will make myself available to do whatever needed.

Selena

From: Branam, Kimberly
Sent: Friday, January 04, 2019 2:55 PM
To: Colson, Selena <ColsonS@ProsperPortland.us>; Kean, Alison <keana@prosperportland.us>; Cordial, Melissa <CordialM@ProsperPortland.us>
Cc: Murray, Sean <murrays@prosperportland.us>
Subject: RE: Follow up
Importance: High

Thanks, team. REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

Would love to get it to Adam COB if possible. Thanks!- Kimberly



Kimberly Branam

Executive Director

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p: 503-823-3794

a: 222 NW 5th Ave. Portland OR 97209

w: prosperportland.us **e:** BranamK@prosperportland.us



From: Colson, Selena

Sent: Friday, January 04, 2019 7:39 AM

To: Kean, Alison <keana@prosperportland.us>; Branam, Kimberly <BranamK@ProsperPortland.us>; Cordial, Melissa <CordialM@ProsperPortland.us>

Cc: Murray, Sean <murrays@prosperportland.us>

Subject: RE: Follow up

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To: Colson, Selena <ColsonS@ProsperPortland.us>; Branam, Kimberly <BranamK@ProsperPortland.us>; Cordial, Melissa <CordialM@ProsperPortland.us>

Cc: Murray, Sean <murrays@prosperportland.us>

Subject: Re: Follow up

REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

From: Colson, Selena <colsons@prosperportland.us>

Sent: Friday, January 4, 2019 7:34 AM

To: Kean, Alison; Branam, Kimberly; Cordial, Melissa

Cc: Murray, Sean

Subject: RE: Follow up

REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

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Sent: Friday, January 04, 2019 7:27 AM

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Cc: Murray, Sean <murrays@prosperportland.us>; Colson, Selena <ColsonS@ProsperPortland.us>

Subject: Re: Follow up

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From: Branam, Kimberly <branamk@prosperportland.us>

Sent: Thursday, January 3, 2019 8:34 PM

To: Cordial, Melissa; Kean, Alison

Cc: Murray, Sean

Subject: Fw: Follow up

Hi team,

Would like to get his offer letter out tomorrow if at all possible. Adam will tell his team as soon as he receives the official letter from us.

thanks -

Kimberly

From: Adam Lane
Sent: Thursday, January 3, 2019 5:57 PM
To: Branam, Kimberly
Subject: Fw: Follow up

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See the correspondence between Sean and myself below.

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Sent: Monday, December 17, 2018 6:30 PM
To: Murray, Sean
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Thanks, Sean

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Sent: Saturday, December 15, 2018 8:14 PM
To: Adam Lane
Subject: Follow up

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Also attached for your review is a summary of the employee benefits plans offered by the Agency.

I look forward to our conversation on Monday.

Thanks, Sean

From: [Kean, Alison](#)
To: [Branam, Kimberly](#); [Colson, Selena](#); [Cordial, Melissa](#)
Cc: [Murray, Sean](#)
Subject: Re: Follow up
Date: Friday, January 04, 2019 4:00:46 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

From: Branam, Kimberly <branamk@prosperportland.us>
Sent: Friday, January 4, 2019 2:54 PM
To: Colson, Selena; Kean, Alison; Cordial, Melissa
Cc: Murray, Sean
Subject: RE: Follow up

Thanks, team. REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

Would love to get it to Adam COB if possible. Thanks!- Kimberly



Kimberly Branam

Executive Director

PDC is now **PROSPER PORTLAND**

p: 503-823-3794

a: 222 NW 5th Ave. Portland OR 97209

w: prosperportland.us **e:** BranamK@prosperportland.us



From: [Murray, Sean](#)
To: [Kean, Alison](#); [Branam, Kimberly](#); [Colson, Selena](#); [Cordial, Melissa](#)
Subject: RE: Follow up
Date: Friday, January 04, 2019 4:36:58 PM

Thanks, Alison. We will prepare a hire letter to reflect 2/28 as the start date and forward to Adam on Monday for his signature.

Sean

From: [Kean, Alison](#)
To: [Colson, Selena](#); [Branam, Kimberly](#); [Cordial, Melissa](#)
Cc: [Murray, Sean](#)
Subject: Re: Follow up
Date: Friday, January 04, 2019 8:11:26 PM

REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

From: Colson, Selena <colsons@prosperportland.us>
Sent: Friday, January 4, 2019 4:00 PM
To: Branam, Kimberly; Kean, Alison; Cordial, Melissa
Cc: Murray, Sean
Subject: RE: Follow up

Hi Kimberly –

REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

I just heard from Sean and he is on a conference call and he will review once finished (after 4:30 pm).

As I will be out of the office upon your return, Kimberly, maybe we could send Adam a pdf unsigned version once Sean/Alison has added their thoughts to the latest version of the offer letter which I just sent to Sean? Or, if you would sign the final version of the offer letter and slide under my door, I can send to Adam first thing Monday am.

I'm bringing my laptop home and will make myself available to do whatever needed.

Selena

From: [Branam, Kimberly](#)
To: [Kean, Alison](#)
Cc: [Colson, Selena](#); [Cordial, Melissa](#); [Murray, Sean](#)
Subject: Re: Follow up
Date: Saturday, January 05, 2019 9:33:51 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

All sounds good. Thanks, team!

Sent from my iPhone



From: [Murray, Sean](#)
To: ["Adam Lane"](#)
Subject: RE: Offer Letter (002)
Date: Tuesday, January 08, 2019 10:45:00 AM

Unfortunately not. It would be a departure from our practice (i.e., having someone go out of the scheduled years of service accrual rate). As a reminder, you will receive 40 hours of vacation that will be frontloaded and the ability to carryover unused vacation time.

From: Adam Lane
Sent: Tuesday, January 08, 2019 10:40 AM
To: Murray, Sean <murrays@prosperportland.us>
Subject: Re: Offer Letter (002)

Thanks Sean. Do you have any flexibility on this point?

Adam

From: Murray, Sean <MurrayS@prosperportland.us>
Sent: Tuesday, January 8, 2019 10:14 AM
To: Adam Lane
Subject: RE: Offer Letter (002)

Hello Adam,

To clarify your vacation accrual rate based on the employment offer, you will be placed at the 3 to 5 years of service level. After 5 years of service, you will then be placed at the 5 to 10 years of service level, which is the 19 day accrual rate.

5.2308	136	17	3-5
5.8462	152	19	5-10

Please let me know if you have further questions. Thanks, Sean

From: Adam Lane
Sent: Monday, January 07, 2019 5:13 PM
To: Murray, Sean <murrays@prosperportland.us>
Subject: Re: Offer Letter (002)

Thanks Sean. Very much appreciated.

I'm hoping to clarify one point regarding vacation accrual. Can you please confirm that since I am starting at 17 days / year that I will be moving to 19 days after 3 years and that I effectively will follow the schedule previously sent to me (section R. : Vacation Leave) +2 days?

Many thanks.

Adam

From: Murray, Sean <MurrayS@prosperportland.us>

Sent: Monday, January 7, 2019 7:17 AM

To: Adam Lane

Subject: Offer Letter (002)

Hello Adam,

Please see the attached offer letter based on our conversation regarding the CFO position with Prosper Portland. If there are no changes as outlined, please sign, initial and send a scanned copy to me for Kimberly's signature. Once all signatures have been gathered, I will forward a final copy to you for your records.

I was out of the office last week on vacation but will return today. If you have any questions, please feel free to contact me.

Thanks, Sean

From: [Mark Edlen](#)
To: [Branam, Kimberly](#)
Subject: Adam Lane
Date: Wednesday, January 09, 2019 11:21:21 AM

Kimberly, well first of all I must tell you how much we will miss Adam at Ecotrust as it is hard to imagine Ecotrust without him. For that you owe us one! But I must also tell you just how fortunate you are to have him become a key member of your team. He is incredibly bright, mission driven and a genuinely great human being. Congratulations!

I hope this finds you and your family off to very Happy New Year as well.

Gerding Edlen



MARK EDLEN

503.299.6000 **T** 1477 NW Everett St.
503.802.6610 **D** Portland, OR 97209
503.201.2800 **C**

None of the information contained in this email message constitutes or should be construed as investment advice or as an offer to sell or as a solicitation of an offer to buy any security or other financial product. The information contained in the e-mail message is intended for the exclusive use of its intended addressee and may contain confidential or proprietary information. If you received this transmission in error, please notify the sender by reply e-mail and delete the message and any attachments. Any use, disclosure, or distribution of any part of this message by any unintended recipient is strictly prohibited.



From: [Murray, Sean](#)
To: [Colson, Selena](#)
Subject: FW: Offer Letter (002)
Date: Wednesday, January 09, 2019 11:38:00 AM
Attachments: [Lane - Prosper Offer Signed.pdf](#)

FYI

From: Adam Lane
Sent: Wednesday, January 09, 2019 10:26 AM
To: Murray, Sean <murrays@prosperportland.us>
Subject: Re: Offer Letter (002)

Hi Sean,

Attached is the offer letter with my signature. Is it a problem that the version sent to me wasn't signed by Kimberly?

Thanks.

Adam

From: Murray, Sean <MurrayS@prosperportland.us>
Sent: Tuesday, January 8, 2019 10:45 AM
To: Adam Lane
Subject: RE: Offer Letter (002)

Unfortunately not. It would be a departure from our practice (i.e., having someone go out of the scheduled years of service accrual rate). As a reminder, you will receive 40 hours of vacation that will be frontloaded and the ability to carryover unused vacation time.

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Subject: Re: Offer Letter (002)

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To: Adam Lane
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5.8462	152	19	5-10

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Many thanks.

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To: Adam Lane

Subject: Offer Letter (002)

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I was out of the office last week on vacation but will return today. If you have any questions, please feel free to contact me.

Thanks, Sean

From: [Murray, Sean](#)
To: [Brown, Faye](#)
Cc: [Branam, Kimberly](#)
Subject: RE: New CFO
Date: Thursday, January 10, 2019 11:23:48 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Thanks, Faye. Once the letter is signed by Kimberly, I will see if she is available for a staff huddle to announce Adam.

Thanks, Sean

From: Brown, Faye
Sent: Wednesday, January 09, 2019 1:59 PM
To: Murray, Sean <murrays@prosperportland.us>
Subject: New CFO

You or Kimberly might want to consider sending an email to FBO staff before you announce broadly to let them know Adam has signed the offer and when he will be starting.



Faye Brown, CPA

Chief Financial Officer

Finance & Business Operations

PDC is now **PROSPER PORTLAND**

p: 503-823-3230 **m:** 503-475-6874

a: 222 NW 5th Ave. Portland OR 97209

w: prosperportland.us **e:** BrownF@prosperportland.us



From: [Brown, Faye](#)
To: [Murray, Sean](#)
Cc: [Branam, Kimberly](#)
Subject: RE: New CFO
Date: Thursday, January 10, 2019 11:52:44 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Thanks Sean.

From: Murray, Sean
Sent: Thursday, January 10, 2019 11:24 AM
To: Brown, Faye <brownf@prosperportland.us>
Cc: Branam, Kimberly <BranamK@ProsperPortland.us>
Subject: RE: New CFO

Thanks, Faye. Once the letter is signed by Kimberly, I will see if she is available for a staff huddle to announce Adam.

Thanks, Sean

From: Brown, Faye
Sent: Wednesday, January 09, 2019 1:59 PM
To: Murray, Sean <murrays@prosperportland.us>
Subject: New CFO

You or Kimberly might want to consider sending an email to FBO staff before you announce broadly to let them know Adam has signed the offer and when he will be starting.



Faye Brown, CPA

Chief Financial Officer

Finance & Business Operations

PDC is now **PROSPER PORTLAND**

p: 503-823-3230 **m:** 503-475-6874

a: 222 NW 5th Ave. Portland OR 97209

w: prosperportland.us **e:** BrownF@prosperportland.us



From: [Kean, Alison](#)
To: [Branam, Kimberly](#)
Cc: [Murray, Sean](#); [Brown, Faye](#); [Uhlman, Shawn](#)
Subject: status update re Adam
Date: Thursday, January 17, 2019 5:18:33 PM

REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

From: [Kean, Alison](#)
To: [Branam, Kimberly](#)
Cc: [Brown, Faye](#); [Murray, Sean](#)
Subject: Fwd: start dates and transition strategies
Date: Friday, January 18, 2019 10:16:43 AM

REDACTED - **-UNCONDITIONALLY EXEMPT FROM DISCLOSURE PURSUANT TO ORS 192.355(9)(a) – Attorney-Client Privilege ORS 40.225]**

From: Adam Lane <adam@ecotrust.org>
Sent: Friday, January 18, 2019 9:38 AM
To: Kean, Alison
Subject: start dates and transition strategies

Hi Allison,

Thanks for your phone call. I appreciate the creative thinking about how to manage the transitions (both for Ecotrust and for Prosper).

My main concern with delaying my start date at Prosper is my overlap with Faye. My understanding is that she will retire the third week of March. I think it would be very valuable for me (and for a smooth handoff between us) for me to get some time with Faye before she leaves.

I will be in meetings starting at about 1 this afternoon but am available by cell before that or probably after 5 and anytime during the long weekend.

Many thanks.

Adam

Adam Lane
Chief Financial Officer / Chief Operating Officer | Ecotrust
721 NW Ninth Avenue, Suite 200, Portland, OR 97209
T (503) 467.0753 | **M** REDACTED | **F** (503) 222.1517
www.ecotrust.org

From: [Branam, Kimberly](#)
To: [Kean, Alison](#)
Cc: [Brown, Faye](#); [Murray, Sean](#)
Subject: Re: start dates and transition strategies
Date: Friday, January 18, 2019 10:30:21 AM

Faye can come back for transition :)

Sent from my iPhone



Davis-Brown, Frederick

Subject: FW: start dates and transition strategies

From: Brown, Faye
Sent: Friday, January 18, 2019 12:34 PM
To: Branam, Kimberly <BranamK@ProsperPortland.us>; Kean, Alison <Keana@prosperportland.us>
Cc: Murray, Sean <MurrayS@prosperportland.us>
Subject: RE: start dates and transition strategies

Yes, I'm happy to accommodate as needed.

Sent from my iPhone

From: Adam Lane <adam@ecotrust.org>
Sent: Friday, January 18, 2019 9:38 AM
To: Kean, Alison
Subject: start dates and transition strategies

Hi Allison,

Thanks for your phone call. I appreciate the creative thinking about how to manage the transitions (both for Ecotrust and for Prosper).

My main concern with delaying my start date at Prosper is my overlap with Faye. My understanding is that she will retire the third week of March. I think it would be very valuable for me (and for a smooth handoff between us) for me to get some time with Faye before she leaves.

I will be in meetings starting at about 1 this afternoon but am available by cell before that or probably after 5 and anytime during the long weekend.

Many thanks.

Adam

Adam Lane
Chief Financial Officer / Chief Operating Officer | Ecotrust
721 NW Ninth Avenue, Suite 200, Portland, OR 97209
T (503) 467.0753 | M REDACTED | F (503) 222.1517
www.ecotrust.org

From: [Brown, Faye](#)
To: [Branam, Kimberly](#); [Kean, Alison](#)
Cc: [Murray, Sean](#)
Subject: RE: start dates and transition strategies
Date: Friday, January 18, 2019 12:33:45 PM

Yes, I'm happy to accommodate as needed.

From: [Murray, Sean](#)
To: [Adam Lane](#)
Subject: Follow up
Date: Monday, January 28, 2019 3:40:00 PM
Attachments: [Offer Letter AL \(clean\).pdf](#)
[Offer Letter revised AL.pdf](#)

Hello Adam,

Attached is a redlined offer letter for your review, which contains the terms and conditions you discussed with Alison Kean, our General Counsel. Also attached is a clean version for signing.

If the revised documents reflect your understanding, then please sign and return the clean revision. As before, I will have Kimberly sign the document after you and forward a copy to you for your files. If you have any questions, please do not hesitate to contact me.

Thanks, Sean

Attached for your review and signature are the



From: [Adam Lane](#)
To: [Murray, Sean](#)
Subject: Re: Follow up
Date: Tuesday, January 29, 2019 4:55:53 PM

Hi Sean,

This looks fine but there is a weird formatting thing happening on the 2nd page. Please see if you can remove the "employee initials" overlay that is blocking out some of the text and I will sign.

Thanks for all of your help on this.

Adam

From: Murray, Sean <MurrayS@prosperportland.us>
Sent: Monday, January 28, 2019 3:40 PM
To:
Subject: Follow up

Hello Adam,

Attached is a redlined offer letter for your review, which contains the terms and conditions you discussed with Alison Kean, our General Counsel. Also attached is a clean version for signing.

If the revised documents reflect your understanding, then please sign and return the clean revision. As before, I will have Kimberly sign the document after you and forward a copy to you for your files. If you have any questions, please do not hesitate to contact me.

Thanks, Sean

Attached for your review and signature are the

From: [Murray, Sean](#)
To: ["REDACTED"](#)
Subject: Offer Letter AL (clean) (003) Wednesday,
Date: January 30, 2019 4:23:00 PM [Offer Letter](#)
Attachments: [AL \(clean\) \(003\).pdf](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Hello Adam,

Please see the attached.

Thanks, Sean



Sean L. Murray

Director of Human Resources
Human Resources Department
PDC is now **PROSPER PORTLAND**

p: 503-823-3279

a: 222 NW 5th Ave. Portland OR 97209

w: prosperportland.us **e:** murrays@prosperportland.us



From: [Murray, Sean](#)
To: ["Adam Lane"](#)
Subject: RE: Offer Letter AL (clean) (003)
Date: Wednesday, January 30, 2019 4:57:00 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Thanks, Adam. I'll get this to Kimberly for her signature and send you a copy.

Sean

From: Adam Lane
Sent: Wednesday, January 30, 2019 4:44 PM
To: Murray, Sean <MurrayS@prosperportland.us>
Subject: Re: Offer Letter AL (clean) (003)

Thanks Sean.

From: Murray, Sean <MurrayS@prosperportland.us>
Sent: Wednesday, January 30, 2019 4:23 PM
To: Adam Lane
Subject: Offer Letter AL (clean) (003)

Hello Adam,

Please see the attached.

Thanks, Sean



Sean L. Murray

Director of Human Resources
Human Resources Department
PDC is now **PROSPER PORTLAND**
p: 503-823-3279
a: 222 NW 5th Ave. Portland OR 97209
w: prosperportland.us e: murrays@prosperportland.us



From: [Murray, Sean](#)
To: ["Adam Lane"](#)
Cc: [Kean, Alison](#)
Date: Thursday, January 31, 2019 3:23:00 PM
Attachments: [2019 01 31 15 21 17.pdf](#)

Hello Adam,

Attached for your files is your signed hire letter. Please let me know if you have any questions.

Welcome to the team!

Sean

From: [Murray, Sean](#)
To: [Cordial, Melissa](#)
Subject: RE: Meeting with Faye
Date: Wednesday, November 28, 2018 9:18:00 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)

Hi Melissa,

Please take care of yourself. I can get Adam's number to call, confirm and follow up with Faye. Feel better.

Thanks, Sean

From: Cordial, Melissa
Sent: Tuesday, November 27, 2018 8:45 PM
To: Murray, Sean <murrays@prosperportland.us>
Subject: Fwd: Meeting with Faye

Hi Sean.

I haven't heard back yet from Adam as of now. If I see something in the morning I'll send it over but it may be best to call him to confirm.

Melissa
Get [Outlook for iOS](#)

From: Cordial, Melissa <cordialm@prosperportland.us>
Sent: Tuesday, November 27, 2018 9:06 AM
To: Adam Lane
Subject: Re: Meeting with Faye

Hi Adam.

Thank you for your reply. Would tomorrow at 3:00pm work? You would meet in Faye's office. When you arrive just let security guard know you are meeting with her and they will direct your appropriately. Let me know if you have questions.

Melissa

From: Adam Lane

Sent: Monday, November 26, 2018 3:16:52 PM

To: Cordial, Melissa

Subject: Re: Meeting with Faye

Hi Melissa,

Either Wednesday or Thursday work well for me. I would prefer to meet Faye in person. My available times are:

Wednesday

- 8 to 9:30
- 10 to 1
- Anytime after 3

Thursday

- Anytime after 10:30

Thank you!

Adam

From: Cordial, Melissa <CordialM@ProsperPortland.us>

Sent: Monday, November 26, 2018 12:21 PM

To: Adam Lane

Subject: Meeting with Faye

Hi Adam.

I wanted to reach out to schedule a meeting with Faye. Wednesday or Thursday is best for us. Do you have any availability to meet then? We were planning to schedule out a one hour block of Faye's time. We can do this over the phone or in-person. Whatever you feel would be best. Please let me know when you have a moment.

Thanks so much.



Melissa Cordial

HR Generalist

Human Resources

PDC is now **PROSPER PORTLAND**

p: 503-823-3218

a: 222 NW 5th Ave. Portland OR 97209

w: prosperportland.us **e:** cordialm@prosperportland.us

**2018-02 - Chief Financial Officer****Contact Information -- Person ID:****Name:** Adam Lane**Address:****Home Phone:****Alternate Phone:****Email:****Preference:****Former Last Name:****Personal Information****Can you, after employment, submit proof of your legal right to work in the United States?**

Yes

What is your highest level of education?

Master's Degree

Preferences**Are you willing to relocate?**

No

Types of positions you will accept:

Regular

Types of work you will accept:

Full Time

Types of shifts you will accept:

Day

Objective

Please see attached cover letter.

Education**Graduate School***Stanford Graduate School of Business*<https://www.gsb.stanford.edu/>

9/1993 - 6/1995

Stanford, California

Did you graduate: Yes**College Major/Minor: Business****Degree Received: Master's****College***Pomona College*www.pomona.edu

9/1982 - 6/1987

Claremont, California

Did you graduate: Yes**College Major/Minor: Mathematics and Economics****Degree Received: Bachelor's****High School***Catlin Gabel School*www.catlin.edu

9/1979 - 6/1982

Portland, Oregon

Did you graduate: Yes**Highest Level Completed: Other****Did you receive a GED? No****Degree Received: High School Diploma****Work Experience****CFO / COO**

2/2002 - Present

Ecotrust

www.ecotrust.org

721 NW 9th Ave, Suite 200

Portland, Oregon 97209

503-227-6225

Hours worked per week: 50**# of Employees Supervised: 3****Name of Supervisor: Jeremy Barnicle - President****May we contact this employer? No****Duties**

Responsible for all financial, planning, administrative, HR, IT, risk management, and legal

functions of this innovative constellation of non-profit and for profit companies. Manage Ecotrust's New Markets Tax Credit activities including securing over \$250 million of tax credits and lending over \$200 million in 20+ transactions to create social, environmental and economic value. Manage multiuse, multi-tenant 70,000 sq/ft building. Manage 403(b) retirement plan including chairing committee responsible for mutual fund selection and staff education. Responsible for presenting complex financial results to Ecotrust board of directors. Researched, designed, and implemented customized business intelligence tool that facilitates rolling forecasts and faster budgeting. Implemented innovative, equity focused staff policies including babies at work, progressive healthcare premiums, and retirement plan grants.

Reason for Leaving
Currently employed.

Finance Manager
9/1997 - 2/2002

Intel Corporation
www.intel.com
2111 NE 25th Ave
Hillsboro, Oregon 97124
(408)765-7551

Hours worked per week: 50
of Employees Supervised: 3
Name of Supervisor: Chi Miller - Controller
May we contact this employer? Yes

Duties

Work with CFOs of acquired companies to insure integration of business systems, financial processes and controls, management reporting and staffing. Provided sabbatical coverage for controller of 500-person division. Supervised all financial aspects of the division. Directly managed three managers and a finance staff of nine. Responsible for assessing the financial viability of development projects and driving the budget process for a 350-person \$75M organization. Completed four acquisition transactions, totaling \$900M in value. Responsible for determining the value of prospective acquisitions, preparing financial summaries for Intel Board of Directors, and on-site financial due diligence.

Reason for Leaving
Opportunity to go to mission driven organization with values that matched mine.

Program Manager
6/1995 - 6/1996

Merix Corporation
www.ttmtechnologies.com/
1521 Poplar St,
Forest Grove, Oregon
1-888-310-6745

Hours worked per week: 40
of Employees Supervised: 3
Name of Supervisor: Joe Howell - CFO
May we contact this employer? Yes

Duties

Note: Merix was acquired by Viasystems which was in turn acquired by TTM technologies.

Performed acquisition analyses and evaluated various corporate financing options. Led team to redesign, implement and document multi-site activity based costing system. Assisted in design and implementation of incentive compensation program. Supported Sales and Marketing team.

Reason for Leaving
Job duties were unclear and leadership team was dysfunctional.

Certificates and Licenses

Skills

Office Skills

Typing:

Data

Additional Information

References

Professional
von Hagen, Bettina
 Managing Director, Ecotrust Forest
 Management
 721 NW 9th Ave
 Portland, Oregon 97209
 503 939 3382
bettina@ecotrustforests.com

Professional
Blosser, Nik
 Chief of Staff to the Governor of Oregon
 6330 SE 312nd Ave
 Portland, Oregon 97202
 503 351 1503
nik@celilo.net

Resume**Text Resume****Attachments**

Attachment	File Name	File Type	Created By
Adam Lane Resume 2018.pdf	Adam Lane Resume 2018.pdf	Resume	Job Seeker
Adam Lane cover letter.pdf	Adam Lane cover letter.pdf	Cover Letter	Job Seeker

Agency-Wide Questions

1. Q: Are you a current or former employee of Prosper Portland (fka Portland Development Commission)?

A: No

2. Q: Do you have a spouse or family member currently or previously employed by Prosper Portland?

A: No

3. Q: If you answered "yes" above, please tell us who in your family has worked for Prosper Portland.

A:

4. Q: How did you hear about this position?

A: Other

5. Q: If you answered Community Reference, Prosper Portland Employee or Other above, please specify.

A: Jobs Alerts from Google

Supplemental Questions

1. Q: Did you attach your REQUIRED Resume?

A: Yes

2. Q: Did you attach your REQUIRED Cover Letter?

A: Yes

ADAM LANE

WORK EXPERIENCE:

2002 – Current Ecotrust, Portland, OR

Chief Financial Officer / Chief Operating Officer: Responsible for all financial, planning, administrative, HR, IT, risk management, and legal functions of this innovative constellation of non-profit and for profit companies. Manage Ecotrust's New Markets Tax Credit activities including securing over \$250 million of tax credits and lending over \$200 million in 20+ transactions to create social, environmental and economic value. Manage multi-use, multi-tenant 70,000 sq/ft building. Manage 403(b) retirement plan including chairing committee responsible for mutual fund selection and staff education. Responsible for presenting complex financial results to Ecotrust board of directors. Researched, designed, and implemented customized business intelligence tool that facilitates rolling forecasts and faster budgeting. Implemented innovative, equity focused staff policies including babies at work, progressive healthcare premiums, and retirement plan grants.

1997-2002 Intel Corporation, Hillsboro, OR

Various Positions: Work with CFOs of acquired companies to insure integration of business systems, financial processes and controls, management reporting and staffing. Provided sabbatical coverage for controller of 500-person division. Supervised all financial aspects of the division. Directly managed three managers and a finance staff of nine. Responsible for assessing the financial viability of development projects and driving the budget process for a 350-person \$75M organization. Completed four acquisition transactions, totaling \$900M in value. Responsible for determining the value of prospective acquisitions, preparing financial summaries for Intel Board of Directors, and on-site financial due diligence.

1995-1996 Merix Corporation, Forest Grove, OR

Program Manager. Performed acquisition analyses and evaluated various corporate financing options. Led team to redesign, implement and document multi-site activity based costing system. Assisted in design and implementation of incentive compensation program. Supported Sales and Marketing team.

1987-1993 PriceWaterhouseCoopers, Los Angeles, CA, Boston, MA and Portland, OR

Litigation Consulting Group

Manager: Primary responsibilities in litigation consulting and corporate reorganization. Organized and directed project teams in analyses of company cost structures, market share and product line profitability.

BOARD AND COMMITTEE INVOLVEMENT

2007 - Current Celilo Group Media, Board Chair since 2013

2016 - Current Live Wire Radio, Board Member

2015 - Current Laughing Planet, Board Member

2010 - 2016 Catlin Gable Finance Committee

2005 - 2013 Opal Creek Ancient Forest Center, Board Chair 2009 to 2013

EDUCATION:

1993-1995 MBA: Stanford Graduate School of Business, Stanford, CA

1991 Summer Accounting Program: University of Washington, Seattle, WA

1982-1987 BA Mathematics and Economics: Pomona College, Claremont, CA

Cum laude. Phi Beta Kappa. Departmental honors in Mathematics and Economics. Pomona College Scholar. Leland Backstrand Prize in Economics.

September 24, 2018

Ms. Kimberly Branam
Prosper Portland
222 NW 5th Ave
Portland, OR 97209

Dear Ms. Branam and hiring team:

I am writing to request your consideration as a candidate for the Chief Financial Officer position. The evolving values of your organization, so clearly articulated in your website and materials, align well with my personal values. This is a critical piece of why I am drawn to this opportunity at Prosper Portland, at a time which I believe to be pivotal in ensuring that this city's continued development holds space and opportunity for all members of our community. Further, I believe that my 30 years working in for-profit, non-profit, and hybrid organizations have given me much of the experience and many of the skills you are seeking. At the same time, this position would require me to learn and grow my abilities along with an outstanding team of colleagues, and that is an exciting prospect.

I have deep experience in budgeting and forecasting, systems implementation, risk management and human resources. For more than 15 years I have managed the legal, insurance, contracts, and IT resources supporting Ecotrust. But, no matter how good I am at my job I believe my greatest impact will be through hiring, retaining, and building the skills of excellent people on my immediate team and through working well with others in the organization. At different times during my years at Ecotrust I have effectively led fundraising, communications, and events teams. While not a subject matter expert in these areas, I succeeded because I listened to, empowered, and supported those who were. Building strong teams is an essential ability for any manager, and a finance and operations team must have effective collaboration with the directors and staff across the organization in service to our shared mission.

Clear and effective communication is an essential skill for a CFO. Like Prosper Portland, Ecotrust and its subsidiaries work on a broad and diverse set of initiatives with significant organizational and financial complexity. Also in common with your organization, Ecotrust is governed by people with vastly different levels of financial expertise. I have addressed this with a combination of exception reporting, ruthless simplification, presenting at summary levels with drill-down details available for those interested, and ongoing education opportunities for stakeholders from the director level to staff at all levels.

Prosper Portland seeks a strategic thinker to fill the CFO position—a quality I have exercised and continued to develop at Ecotrust, balancing a range of mission-driven program partnerships, investments, and loan funds. For example, we have been highly effective leveraging the federal New Markets Tax Credit (NMTC) program for mission impact. The program, which I lead, is well suited as a tool to support Ecotrust's triple bottom line goals. The program incentivizes investment in economically distressed areas, both rural and urban. Ecotrust's NMTC focus has always been rural but in recent years I sharpened that focus in support of tribes. This has been a competitive advantage in securing NMTC allocation and supports our renewed emphasis on social equity. Tribes are populations with some of the greatest need for investment and are additionally deserving of support because of the systematic

persecution, exploitive and broken treaties, oppression, and erasure they have experienced at the hands of our country's dominant culture.

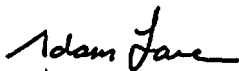
I appreciate that Prosper Portland openly and publicly acknowledges the negative impacts it has had on communities of color and other marginalized populations. Even more, I appreciate the explicit commitment to change the way the organization works in order to address these problems and advance equity in Portland's ongoing development. I believe in the power of capital to do both great harm and great good. As Ecotrust works to develop two blocks of close-in industrial Southeast Portland in our Redd on Salmon project (reddonsalmon.com), I have experienced firsthand the challenges of balancing a project's economic viability and the impact it is likely to have on a neighborhood and its residents.

Over the last four years Ecotrust has significantly ramped up its commitment to Equity, Diversity and Inclusion. While the momentum for this effort has been staff led, I was one of two initial champions for this work at the Leadership Team level. A critical first step in this work was completing an organizational equity assessment using the process developed by the Coalition of Communities of Color (CCC) and developing an action plan. This would require a commitment of staff time and a small amount of CCC facilitation that the work group budgeted at \$7,000. In our annual planning process that year it was determined that the organization could not allocate the \$7,000 to this work due to existing program priorities. Having been a participant in the efforts of the work group, who had been self-organizing for more than a year in lunch-hour meetings, I was convinced that we needed to invest in this work not only because there was clear and urgent energy among staff but because it was the right direction for our organization. Through a combination of direct asks of friends and family and a personal contribution I successfully raised the money required to do the assessment. Because of the initial assessment and work plan development, we have made changes to our internal systems and outward-facing programs that better reflect our commitment to advancing social equity, economic opportunity, and environmental well-being. This work is ongoing, and is funded within our annual budgeting process.

I believe that it is a moral imperative to see and attempt to address the problems in our society. Clearly many of our critical systems are broken. In Portland, as across the country, we can clearly see the effects of generations of laws, policies, and cultural practices that have unfairly and systematically benefitted some and disadvantaged others. It has also been devastating to see the growth of homelessness, addiction, and untreated mental illness in our city. I was born and raised in Oregon and I love Portland but to paraphrase Gandhi, the true measure of a city can be found in how it treats its most vulnerable citizens. I want to live in a diverse and inclusive Portland that has a place for all. Not just the wealthy. Prosper Portland is working towards that goal and I would like to be part of that effort.

Thank you for reviewing my application. I hope to have the opportunity to speak with you about what you are seeking in this role.

Respectfully,

A handwritten signature in black ink that reads "Adam Lane". The signature is fluid and cursive, with the first name "Adam" and last name "Lane" clearly distinguishable.

Adam Lane

Executive Team Interview Scoring Sheet

Position: Chief Financial Officer **Candidate:** Adam Lane

Interviewer: _____ **Date:** November 6, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience prepares you for the position.

Comments:

- Mission to the public - code of color
- Lack of social network
- Focus on social equity

2

Our executive team strives to model collaboration for the agency. How have you solved problems in collaboration with peer colleagues to overcome silos in the past?

- Comments:
- prevent collaboration - funding drives silos
 -

3

Please describe your experience with software system implementations. What has been your level of involvement and what expertise have you developed?

- Comments:
- Knotnet - spreadsheets
 - S:thru - cost forecasting
 - Budgeting time is half
 - primary implementor

7

Prosper Portland is committed to advancing social equity in Portland. What is your definition of social equity and why do you think it is important?

Comments:

- individual answer - people being able to achieve dream despite
- people - perpetual large scale.
- It's important - domestic culture
- fairness budget - moral obligation

8

Please describe an example when you faced an interpersonal conflict at work. How did you address the conflict and what did you learn?

Comments:

- Lay off - 3/4 time
- "political person" showed cultural inflexibility
- #metoo - difficult issue

9

What questions do you have for us?

Comments:

* Please note that this interview document will be accessible by the general public.

** Please note that the hiring manager has the final authority to make all hiring decisions.

Executive Team Interview Scoring Sheet

Position: Chief Financial Officer

Candidate: Adam Lane

Interviewer:

Date: November 6, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience prepares you for the position.

Comments:

Corporate background prior to 2002; using tools of business for + different med; need to work on issues that benefit community; raised in Portland; recognition of holes in social programs; values resonate w/ him; focus on social equity;

2

Our executive team strives to model collaboration for the agency. How have you solved problems in collaboration with peer colleagues to overcome silos in the past?

Comments:

Require Over-arching themes; investment of projects; finding time for folks to do projects.

3

Please describe your experience with software system implementations. What has been your level of involvement and what expertise have you developed?

Comments:

Use of doing budgets on spreadsheets/50 different depts. Researched alternative software packages; Reached out to other agencies; Landed on budgeting and Forecasting. Projects are w/ the same tool. Primary implementor; consistent collaboration. Wish he made changes to the tool and...

7

Prosper Portland is committed to advancing social equity in Portland. What is your definition of social equity and why do you think it is important?

Comments:

Included at level - people being able to achieve on their own level. Assuming that people are showing up at the same Portland meetings. But we are not there yet. Recognition of separate culture style. moral obligation of addressing inequalities.

8

Please describe an example when you faced an interpersonal conflict at work. How did you address the conflict and what did you learn?

Comments:

ex: at Econtrust related to layoff; head of HR - understanding of how to communicate to staff. would not trust person - but remained professional. Provided example related to himself w/ me too. when to the person to explain himself. Own your stuff.

9

What questions do you have for us?

Comments:

- * Please note that this interview document will be accessible by the general public.
- ** Please note that the hiring manager has the final authority to make all hiring decisions.

Executive Team Interview Scoring Sheet

Position: Chief Financial Officer

Candidate: Adam Lane

Interviewer: _____

Date: November 6, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions
<p>1</p> <p>Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience prepares you for the position.</p> <p>Comments:</p> <ul style="list-style-type: none"> - Corporate / Eco trust - work on issues that matter to comm. - Love the problems that prosper is tackling - Analytics - social equity - MISSION driven - learner - MISSION impact
<p>2</p> <p>Our executive team strives to model collaboration for the agency. How have you solved problems in collaboration with peer colleagues to overcome silos in the past?</p> <p>Comments:</p> <p>Silo to collect Realistic approach.</p>
<p>3</p> <p>Please describe your experience with software system implementations. What has been your level of involvement and what expertise have you developed?</p> <p>Comments:</p> <ul style="list-style-type: none"> - excel to system/software packages - adaptive insights - people balance budgets in this tool was - primary implementer

7

Prosper Portland is committed to advancing social equity in Portland. What is your definition of social equity and why do you think it is important?

Comments:

ind. - people being able to achieve their goals regardless of skin color
understands privilege / moral obligation to address it

8

Please describe an example when you faced an interpersonal conflict at work. How did you address the conflict and what did you learn?

Comments:

- layoffs
- communication sensitive
- white fragility

9

What questions do you have for us?

Comments:

Culture

- * Please note that this interview document will be accessible by the general public.
- ** Please note that the hiring manager has the final authority to make all hiring decisions.

Executive Team Interview Scoring Sheet

Position: Chief Financial Officer Candidate: Adam Lane

Interviewer: _____ Date: November 6, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience prepares you for the position.

Comments:

Love the problem PDR, history. Want to work with engaged people.

Good balance of finance & social impact.

2

Our executive team strives to model collaboration for the agency. How have you solved problems in collaboration with peer colleagues to overcome silos in the past?

Comments:

Earlier set up to prevent collaboration.

- overcome through shared interests, equity.

3

Please describe your experience with software system implementations. What has been your level of involvement and what expertise have you developed?

Comments:

Identified need - needed on the old organization.

Don't see directly 'short-term' - need to see it

Cost time, cost, of budget.

Push to get you to new goal

7

Prosper Portland is committed to advancing social equity in Portland. What is your definition of social equity and why do you think it is important?

Comments:

Achieve some effort + ~
Outer focus - are people showing up -- participation?
Fairness by a more objective - based on practice

8

Please describe an example when you faced an interpersonal conflict at work. How did you address the conflict and what did you learn?

Comments:

Heed = justice.

9

What questions do you have for us?

Comments:

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Executive Team Interview Scoring Sheet

Position: Chief Financial Officer Candidate: Adam Lane

Interviewer: _____ Date: November 6, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions
1
Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience prepares you for the position.
Comments: Corp. background Found his place at Ecotrust, using skills to help Wants to work on issues that matter to community Prosper has interesting problems excited to address local problems. His skills are applicable
2
Our executive team strives to model collaboration for the agency. How have you solved problems in collaboration with peer colleagues to overcome silos in the past?
Comments: Ecotrust has silos w/ depts competing for end user invest time
3
Please describe your experience with software system implementations. What has been your level of involvement and what expertise have you developed?
Comments: Researched software to transition from spreadsheets Primary implementer - got people involved in process Involve lots of people

7

Prosper Portland is committed to advancing social equity in Portland. What is your definition of social equity and why do you think it is important?

Comments:

Outcome based measure - are
people showing up in proportioned
numbers
"Fairness bug" Moral ab

8

Please describe an example when you faced an interpersonal conflict at work. How did you address the conflict and what did you learn?

Comments:

He's head of HR at Eco trust
Own your own stuff. +metoo

9

What questions do you have for us?

Comments:

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Executive Team Interview Scoring Sheet

Position: Chief Financial Officer Candidate: Adam Lane

Interviewer: _____ Date: November 6, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions
1
Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience prepares you for the position.
<p>Comments: Background before EcoTrust was corporate. Great training ground but he didn't know what he wanted to do when he grew up. EcoTrust - could use tools of biz to do good. He found his place. He needs to work on issues that matter to community. High degree of resonance with P2 core values. Hard to see holes in social network get wider.</p>
2
Our executive team strives to model collaboration for the agency. How have you solved problems in collaboration with peer colleagues to overcome silos in the past?
<p>Comments: A big problem @ EcoTrust. Model smart people & turn loose. Created a dynamic set of VPs of program areas to collaborate. Fast what you kill. Described strides under new CEO to work more cross functional.</p>
3
Please describe your experience with software system implementations. What has been your level of involvement and what expertise have you developed?
<p>Comments: For 12 yrs at EcoTrust did budgets in spreadsheets. He researched alternative software packages. Selected alternative insights, budgeting & forecasting tool. Cut budget time in half. People manage their budgets in the tool. He was the primary implementer had a hand.</p>

His skills are appropriate

7

Prosper Portland is committed to advancing social equity in Portland. What is your definition of social equity and why do you think it is important?

Comments: Individual - about people being able to achieve based on their talents.

Outcome based - are people showing up at all levels ~~at all~~ in proportion to their representation in population.

It just is important. He noted his privilege as a white male. He has a moral obligation to try to achieve

8

Please describe an example when you faced an interpersonal conflict at work. How did you address the conflict and what did you learn?

Comments: At Ecotrust had to layoff 8 people. One that he knew at Ecotrust is head of HR. He laid out a communication strategy. This one person left meeting a neutral info in disregard of the agreement. Another example - Metro mirror he sent an email that said #metoo. He was called out for being insensitive. He learned you have to own your stuff

9

What questions do you have for us?

Comments:

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Executive Team Interview Scoring Sheet

Position: Chief Financial Officer Candidate: Adam Lane

Interviewer: _____ Date: November 6, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions
<p>1</p> <p>Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience prepares you for the position.</p> <p>Comments: <i>Ecotrust</i> <i>use tools of business to do more than increase share value.</i> <i>Need to work on issues that impact community, work w/ small people, tackle tough problems, etc.</i> <i>Holes in local support network.</i> <i>Skills are directly applicable & where he can learn.</i></p>
<p>2</p> <p>Our executive team strives to model collaboration for the agency. How have you solved problems in collaboration with peer colleagues to overcome silos in the past?</p> <p>Comments: <i>Ecotrust model (Spencer Bebe)</i> <i>"Hire smart people and turn them loose / eat what you kill"</i> <i>- didn't foster collaboration</i> <i>new PRES: what will success look like? cross-functional projects / team</i> <i>- articulate overarching themes / goals that cross program</i> <i>- have staff account for their time</i></p>
<p>3</p> <p>Please describe your experience with software system implementations. What has been your level of involvement and what expertise have you developed?</p> <p>Comments: <i>Excel → Adaptive Insights</i> <i>budgeting and forecasting</i> <i>- reduced budgeting lift by 2/3</i> <i>Involve a lot of people.</i></p>

good sense of humor

7

Prosper Portland is committed to advancing social equity in Portland. What is your definition of social equity and why do you think it is important?

Comments:

Ind. - people being able to achieve on skills / effort

Society - outcome based

Why impt "just is!" Very aware of his privilege.
SO MORAL OBLIGATION TO ADDRESS.

8

Please describe an example when you faced an interpersonal conflict at work. How did you address the conflict and what did you learn?

Comments:

Layer 8 of (45)

→ One where someone else was at fault

→ One where he was at fault

SELF-REFLECTIVE

Understand impact and intent
- on our own stuff

9

What questions do you have for us?

Comments:

internal communications?

well organized strat plan → work plans, etc.

culture of Prosper?

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[illegible]

Chief Financial Officer
Name:

In-Person Interview

	AL		
	DW	AL	
	JW	JW	JW

Candidates to Move Forward

- 1. _____
- 2. _____
- 3. _____

Chief Financial Officer
Name:

In-Person Interview

Adam
A
D
J

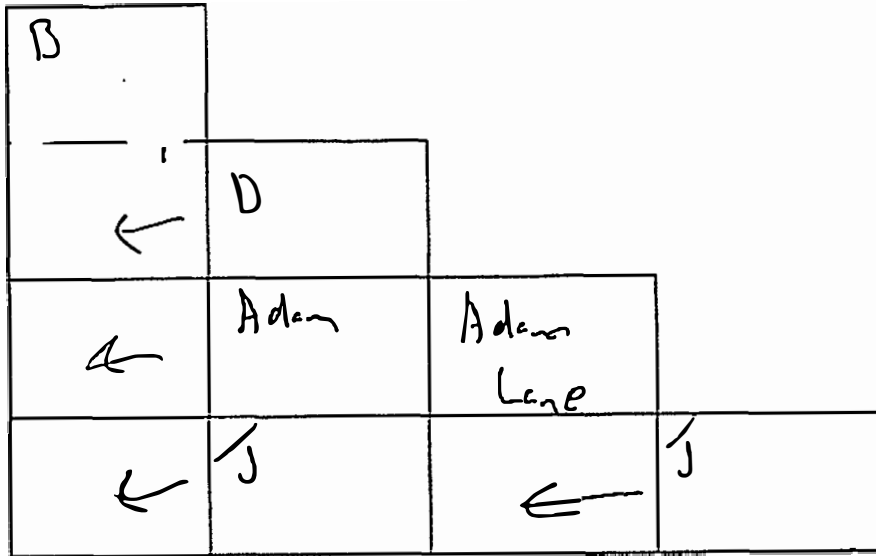
Candidates to Move Forward

- 1. B
- 2. Adam
- 3. A

Chief Financial Officer

Name: _____

In-Person Interview



Candidates to Move Forward

1. B _____
2. A _____
3. Adam _____

Chief Financial Officer
Name: ,

In-Person Interview

Candidates to Move Forward

- 1. B _____
- 2. Adam _____
- 3. AL _____

Chief Financial Officer
Name: .

In-Person Interview

BL			
AL	AL		
LW	LW	AL DW	
DW	DW	LW	JW

Candidates to Move Forward

- 1. _____
- 2. _____
- 3. _____

Chief Financial Officer

Name:

In-Person Interview

BL			
DW	DW		
SW	JW	SW SW	
AL	AL	AL	JW

Candidates to Move Forward

1. Be
2. _____
3. _____

Chief Financial Officer
Name:

In-Person Interview

B.L.
AM.
Adam LL L.

Candidates to Move Forward

- 1. B
- 2. Adam
- 3. Ali

In-Person Interview Scoring Sheet

Position: Chief Financial Officer Candidate: Adam Lane

Interviewer: _____ Date: October 24, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions
<p>1</p> <p>Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience relates to the qualifications of the position.</p> <p>Comments: <i>Mission/values - but also type of work & people</i></p>
<p>2</p> <p>Tell us about a time you used creativity to address a major business challenge in the workplace. What did you learn from this experience?</p> <p>Comments: <i>keeping building <u>full</u> & full of mission-aligned tenants</i> <i>① struck a deal w/church for use for mtg space</i> <i>② structured 0% - rent lease</i> <i>③ conversion of space into event space</i> <i>④ drew minority-owned coffee kiosk to revitalize space</i></p>
<p>3</p> <p>An objective of Prosper Portland's long-term business model is the management of the agency's resources and assets to generate a defined financial return while delivering on the agency's strategic priorities. How would your skills and experience contribute to this objective?</p> <p>Comments: <i>Mission and financial impact</i> <i>- alluded to a variety of projects</i> <i>- funds under management (Forest funds)</i> <i>> \$100MM</i> <i>- EcoTrust NIMTC program</i></p>

7

How would your team members describe your leadership style? What examples do you think they would provide?

Comments:

Trust staff until proven otherwise; gives staff a lot of autonomy. Supportive but not a micromanager.
High expectations/honest feedback

8

What questions do you have for us?

Comments:

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In-Person Interview Scoring Sheet

Position: Chief Financial Officer Candidate: Adam Lane

Interviewer: _____ Date: October 24, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions
1 Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience relates to the qualifications of the position.
Comments: <div style="font-family: cursive; font-size: 1.2em; margin-top: 10px;"> not into corporate job believe in mission "moral duty" experience at F&B trust interested in working with smart, creative people </div>
2 Tell us about a time you used creativity to address a major business challenge in the workplace. What did you learn from this experience?
Comments: <div style="font-family: cursive; font-size: 1.2em; margin-top: 10px;"> worked at solving all, but with "mission aligned thoughts" alignment of the two (money + mission) good because of mission/money he gave 3 examples </div>
3 An objective of Prosper Portland's long-term business model is the management of the agency's resources and assets to generate a defined financial return while delivering on the agency's strategic priorities. How would your skills and experience contribute to this objective?
Comments: <div style="font-family: cursive; font-size: 1.2em; margin-top: 10px;"> education experience . experience creating projects "new market for credit" program working with finance people & he manages fund </div>

7

How would your team members describe your leadership style? What examples do you think they would provide?

Comments:

autonomy trust need smart people - "can't micromanage"
 - breakfast with a shift person open door policy
 expect to get good results
 honest feedback

8

What questions do you have for us?

Comments:

strategic plan

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In-Person Interview Scoring Sheet

Position: Chief Financial Officer

Candidate: Adam Lane

Interviewer:

Date: October 24, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions
<p>1</p> <p>Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience relates to the qualifications of the position.</p> <p>Comments: <i>The intersection and organization of the position; worked in for Corp and mission and values align w/ P2; want to work w/ smart people; moral duty to use his privilege to help less fortunate.</i></p>
<p>2</p> <p>Tell us about a time you used creativity to address a major business challenge in the workplace. What did you learn from this experience?</p> <p>Comments: <i>Keep Eco Trust building full of mission align tenants. Ex: ① meeting place for staff working w/ agency that needed rooms in evenings. ② Group moving at but able to structure lease agreement; ③ Restructure room for event space.</i></p>
<p>3</p> <p>An objective of Prosper Portland's long-term business model is the management of the agency's resources and assets to generate a defined financial return while delivering on the agency's strategic priorities. How would your skills and experience contribute to this objective?</p> <p>Comments: <i>Experience at Eco-Trust → mission & financial impact. Eco-trust building, Forest-funds, Eco-New market tax credit program. Lots of exp. w/ financial management, budgeting. Manage the fund directly.</i></p>

7

How would your team members describe your leadership style? What examples do you think they would provide?

Comments:

Someone who w/ trust them until otherwise,
gives them the room to do their jobs; very
supportive; come when you have problems;
open office policy; provide honest feedback -
both positive and negative. Offered to have
breakfast once a month w/ employees who needed time.

What questions do you have for us?

Comments:

- Question re: how we are doing on Strategic Plan
- Are there morale issues w/ downsizing?
- Pension questions
- Disagreement w/ state w/ structure w/ tax credit.
(claim that application is falsified)

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In-Person Interview Scoring Sheet

Position: Chief Financial Officer

Candidate: Adam Lane

Interviewer:

Date: October 24, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience relates to the qualifications of the position.

Comments:

~~Intersection of position organizations~~ The values & mission of the organization speak to me. moral duty to support equity
People, place & economy

2

Tell us about a time you used creativity to address a major business challenge in the workplace. What did you learn from this experience?

Comments:

Ecotrust Bldg - keeping it full w/ mission aligned tenants
Small tenant - conference rooms
Pearl Church
Didn't having problem when Padagonian moved - less tied to revenue of tenant
act like a partner first, Landlord second

3

An objective of Prosper Portland's long-term business model is the management of the agency's resources and assets to generate a defined financial return while delivering on the agency's strategic priorities. How would your skills and experience contribute to this objective?

Comments:

Skill bldg @ prior work before Ecotrust - but Ecotrust
Redd on Salmon Street
Ecotrust Bldg
Event Planning
Ecotrust Forest Fund "Seedmill"
Ecotrust NMTC program.
work w/ Fin People & Program BI
CFO at NMTC
applicant w
Pitkin - Deal Origination
Project picks investor

7

How would your team members describe your leadership style? What examples do you think they would provide?

Comments:

Trust staff until proven otherwise. Not a micro manager
 Very supportive
 Provides direction & come to me with problems
 Provides pos. & neg. feedback
 Ask: what do you need from me - how can I help you do your job better.
 Being creative about responding to staff needs - breakfast
 Body language & actual words need to be in sync.

8

What questions do you have for us?

Comments:

161 - 10/11
 51 - 10/17

EcoTrust is in disagreement w/ the State on
 the NMTC program. ^{Questioning} ~~Statement~~
 Bus. Oregon, DOT, DOR false

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Reputational risk
 Investigations going on...

In-Person Interview Scoring Sheet

Position: Chief Financial Officer

Candidate: Adam Lane

Interviewer:

Date: October 24, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience relates to the qualifications of the position.

Comments: Intersection of PP's position has loved EcoTrust started out at Procter & Gamble & Intel. Could not go back to straight corp. position. Value align w/ his. Use his privilege to address inequities. Wants to work with smart people. Skill align

2

Tell us about a time you used creativity to address a major business challenge in the workplace. What did you learn from this experience?

Comments: Trying to keep EcoTrust Bldg full & w/HD mission aligned tenants that resourced rent. Gave example small tenant. Tenant came up w/HD idea when they shared space & reduced cost. One tenant suffered when Patagonia moved out so they structured lease tied to revenue & shared risk. When Patagonia moved out made great space. Brought MWFS to run kiosk.

3

An objective of Prosper Portland's long-term business model is the management of the agency's resources and assets to generate a defined financial return while delivering on the agency's strategic priorities. How would your skills and experience contribute to this objective?

Comments: Experience at EcoTrust - develop projects for mission & financial - led on Salinas, EcoTrust Bldg. EcoTrust Bldg EcoTrust Forest Bank beat market; NMTC - his program interesting both financial & mission. He is the CFO of the fund but he manages the fund - he co-writes the application & Beetham writes the strategy. He does all follow on work

7

How would your team members describe your leadership style? What examples do you think they would provide?

Comments: Someone who will trust the team until proven otherwise. He does not micromanage but he knows he can't manage junior people. He is available to the team. High expectations, honest feedback (both positive & negative). One example of someone who admitted he needs more time. They met every mmtO for breakfast for one hour. He was getting deep in the work - some costs had been misallocated so gave staff opportunity to correct.

8

What questions do you have for us?

Comments: Told us about NNTC problem w/ DOJ & DOR.

known again & he met w/ person said this not ok

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In-Person Interview Scoring Sheet

Position: Chief Financial Officer

Candidate: Adam Lane

Interviewer: _____

Date: October 24, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Please tell us why you are interested in the CFO position at Prosper Portland, and how your experience relates to the qualifications of the position.

Comments:

EcoTrust Intel
mission/vision
intel duty
Love to be engaged
work w/ smart ppl

2

Tell us about a time you used creativity to address a major business challenge in the workplace. What did you learn from this experience?

Comments:

EcoTrust ~~tenanting~~
go fast → go alone
go far → go together
being partner first
community space
- space sharing
- retail tenanting
- revenue - shared
- right share (all)
Potaguri - event

3

An objective of Prosper Portland's long-term business model is the management of the agency's resources and assets to generate a defined financial return while delivering on the agency's strategic priorities. How would your skills and experience contribute to this objective?

Comments:

- real estate solution →
- create
- EcoTrust Forest Fund - Bloom
- NMTL ... program pp1
- CFO
- write go (action)
- Decl
- origin

7

How would your team members describe your leadership style? What examples do you think they would provide?

Comments:

- hands-on feedback
 - autonomy
 - supportive
 - do the thing ... tell me when there are prob
 - avail. 51
 ... month breakfast
 misallocation of costs

8

What questions do you have for us?

Comments:

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Chief Financial Officer

Name: _____

Phone Interview

Adrian												
		Adrian										
		J	Adrian									
		H	J	Adrian								
		D	H	J	Adrian							
		B	D	H	J	AL						
	J	B	B	D	H	KB	AL					
	a	J	a	B	D	DW	KB	KB				
	J	R	J	a	B	BL	DW	DW	KB			
	R	a	R	J	J	TH	TH	TH	DW	KB		
	J	J	J	R	R	RN	RN	RN	RN	DW	DW	

- DW
- KB
- RN
- TH
- AL
- BL
- JW
- AP
- SP
- JO

Name: _____

		A											
		B - A											
		J - B	A										
	D	J - B	A										
K	D	J - B	A										
J - K	D	J - B	A										
H	H	K	D	D	D	D							
T	T	A	K	K	K	K	D						
R	R	T	T	T	T	T	K	D					
S	S	R	R	R	R	R	R	R	K	D			

Name: _____

Phone Interview

[illegible]

Chief Financial Officer

Name: _____

Phone Interview

		AL.									
		DW	AL								
		BL	DW	AL							
		JW	BL	DW	AL						
		KB	JW	BL	DW	AL					
		SP	KB	JW	BL	DW	AL				
		JO	SP	KB	JW	BL	DW	DW			
		AP	AP	AP	KB	KB	KB	KB	DW		
		TH	TH	TH	TH	TH	TH	TH	KB	DW	
		RN	RM	RM	RM	RM	RM	RN	RM	KB	DW

Name: _____

mean!
interd
tuose
abone

[illegible]

Chief Financial Officer

Name: _____

Phone Interview

			AL									
		DW	AL									
		BL	DW	AL								
		SW	BL	DW	AL							
		KB	SW	BL	DW	AL						
		SO	KB	SW	BL	DW	AL					
		SP	SP	KB	SW	BL	DW	DW				
		AP	AP	AP	KB	KB	KB	KB	DW			
		TH	TH	TH	TH	TH	TH	TH	KB	DW		
		RN	RN	RN	RW	RW	RN	RW	RW	KB	DW	

Phone Interview Scoring Sheet

Position: Chief Financial Officer Candidate: Adam Lane

Interviewer: _____ Date: October 12, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions
1 Why are you interested in Prosper Portland's Chief Financial Officer position?
Comments: <ul style="list-style-type: none"> - Committed to new City Plan - acknowledge changes / problems - history - got lucky in right position
2 Prosper Portland's Ten Year Financial Sustainability Plan guides the agency's financial and business practices in support of its strategic priorities. Describe a time where you've identified a desired return on investment for a social impact project or portfolio and utilized a creative approach to achieve this goal. What lessons did you learn?
Comments: <ul style="list-style-type: none"> - Eco Tech - Prog → Mission Prior. - Capital - Ag in the middle → Sustainability → WMT & Prog. - Equity / Debt - Trying to Balance Mission Tenets w/ Finance <div style="position: absolute; right: 0; top: 0; text-align: right;"> <p><u>Great lessons learned</u></p> <p><u>Lessons</u></p> <p><u>Define limits</u></p> <p><u>Staying</u></p> <p><u>Great at compromise</u></p> </div>
3 The Chief Financial Officer is seen as the primary resource to help troubleshoot business operational issues in the agency. Please walk us through an example of a time you helped a colleague address a significant budget or funding challenge.
Comments: <ul style="list-style-type: none"> → How to make Program Budget works → Discovered Problem of Paying / Admin. / Small Growth → Recog. Cash → Adv: Old Restriction on Costs → Ongoing Educate Process

Phone Interview Scoring Sheet

Position: Chief Financial Officer Candidate: Adam Lane

Interviewer: _____ Date: October 12, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Why are you interested in Prosper Portland's Chief Financial Officer position?

Comments:

Shares PP's core value of loving where one lives, and shouldn't be a passive love - Racial Equity

2

Prosper Portland's Ten Year Financial Sustainability Plan guides the agency's financial and business practices in support of its strategic priorities. Describe a time where you've identified a desired return on investment for a social impact project or portfolio and utilized a creative approach to achieve this goal. What lessons did you learn?

Comments:

Everything Ecotrust does on Capital side (Blaw)
"Red on Salmon" street project in close-in E side Portland
Develop those 2 blocks as food campus for "green"
food business. *Creative fundraising: NMTCs combined
w/ private equity (below-mkt debt)
Food space anchored by food corps & bike co. Learnings: Walsh pushed back on MWESB grants

3

Find mission-aligned tenants who can pay rent.

The Chief Financial Officer is seen as the primary resource to help troubleshoot business operational issues in the agency. Please walk us through an example of a time you helped a colleague address a significant budget or funding challenge.

Comments:

Ongoing example: nonprofit Program Leads
have trouble fund-raising for admin - easier to get
grant funding for programs. But can get some admin
overhead from grants - need to focus on lg grants not small
ones, but Pres to stop applying for small grants or grants
that don't fund admin
Worked w/ Pres to put bridge funding together
but also educated staff - missing.

didn't
get num
he could

Phone Interview Scoring Sheet

Position: Chief Financial Officer

Candidate: Adam Lane

Interviewer:

Date: October 12, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Why are you interested in Prosper Portland's Chief Financial Officer position?

Comments: Start w/ Prosper Portland a core - Value
Love where you leave. Portland has some deeply
embedded problems such as racism. He wants
to be part of addressing systemic racism. He

2

Prosper Portland's Ten Year Financial Sustainability Plan guides the agency's financial and business practices in support of its strategic priorities. Describe a time where you've identified a desired return on investment for a social impact project or portfolio and utilized a creative approach to achieve this goal. What lessons did you learn?

Comments: Ecotrust - Everything that they do at
Ecotrust falls into that category. Ecotrust
purchased 2 blocks in SE Portland - Had
vision to develop into a food campus. Mid size
players in sustainable ag practices. Many NMIC
w/ private equity + bond market debt. Goal is to
support the food community. Learning was
ongoing.

3

The Chief Financial Officer is seen as the primary resource to help troubleshoot business operational issues in the agency. Please walk us through an example of a time you helped a colleague address a significant budget or funding challenge.

Comments: Many examples - But an ongoing one - on non-profit
side always having problems finding time for
fund raising + staff mgmt. A VP was struggling
w/ how to make their budget work. Adam helped
him so VP was spending no much time managing
small grants. VP had also accepted grants that don't
align overhead.

He helped up of the
when minor back
for a push back
of a few weeks

Start really looking at what he was doing
over communication

Phone Interview Scoring Sheet

Position: Chief Financial Officer

Candidate: Adam Lane

Interviewer: _____

Date: October 12, 2018

A form is supplied for each candidate: As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Why are you interested in Prosper Portland's Chief Financial Officer position?

Comments:

Shores core value of one should love where they live; Portland has problems w/ history, likes that Agency is addressing problems of race. Agency is tackling problems w/ race and would like to be a part of it.

2

Prosper Portland's Ten Year Financial Sustainability Plan guides the agency's financial and business practices in support of its strategic priorities. Describe a time where you've identified a desired return on investment for a social impact project or portfolio and utilized a creative approach to achieve this goal. What lessons did you learn?

Comments:

ERO-Trust fits on the capital side; Red on Salmon St. project on Ten; Shared food space - creative funding (NEW market tax credit finance w/ equity. Start early & be CLEAR ON GOALS, OVER-COMMUNICATE w/ stakeholder.

3

The Chief Financial Officer is seen as the primary resource to help troubleshoot business/operational issues in the agency. Please walk us through an example of a time you helped a colleague address a significant budget or funding challenge.

Comments:

Non-profit side having ~~problems~~ w/ Funding, Administrative over-charges w/ grants review. Conducted education on administrative costs/delivery of services.

Phone Interview Scoring Sheet

Position: Chief Financial Officer

Candidate: Adam Lane

Interviewer:

Date: October 12, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Why are you interested in Prosper Portland's Chief Financial Officer position?

Comments:

Share core value - love where they live
commitment to making the place where
you want to be & problems w/ racial
equity
like that PP is addressing its history & equity
Capital as force for good => systemic racism
addressed w/ PP tools

2

Prosper Portland's Ten Year Financial Sustainability Plan guides the agency's financial and business practices in support of its strategic priorities. Describe a time where you've identified a desired return on investment for a social impact project or portfolio and utilized a creative approach to achieve this goal. What lessons did you learn?

Comments:

BeoTrust - programmatic & capital (Ecotrust Invest)
Red 7th + Salmon Foundry to the East 1890s
Developing 2 into food campus "Ag in the Middle"
NMTC married w/ private equity & below market
Anchored by B-Line; Food corps, event space
Learning: tradeoffs + challenges
mission aligned tenants who can
pay rent
Walsh Construction
pushback on m DE
not getting targets - call
out by Verde

3

The Chief Financial Officer is seen as the primary resource to help troubleshoot business operational issues in the agency. Please walk us through an example of a time you helped a colleague address a significant budget or funding challenge.

Comments:

Program leads struggle to find time for fundraising
for program identification
Admin overhead charge to grants
struggling to make budget work
Problems: small grants take too much time & cost
administering too laborious
Grants that don't fund overhead
Solution: bridge funding + educating Pms to chase
appropriate funding sources

Start early
+ make goals
realistic
aspirational
over communicate
w/ stakeholders

AL

Phone Interview Scoring Sheet

Position: Chief Financial Officer Candidate: Adam Lane

Interviewer: _____ Date: October 12, 2018

A form is supplied for each candidate. As the interview progresses, observe behaviors and demonstrated skills. Write down what the candidate says in order to help you remember/differentiate candidates.

Questions

1

Why are you interested in Prosper Portland's Chief Financial Officer position?

Comments:

SHARED CORE VALUES
LOVE WHERE YOU LIVE
RACIAL EQUITY

2

Prosper Portland's Ten Year Financial Sustainability Plan guides the agency's financial and business practices in support of its strategic priorities. Describe a time where you've identified a desired return on investment for a social impact project or portfolio and utilized a creative approach to achieve this goal. What lessons did you learn?

Comments:

This is what Gov Trust does
Use market tax credit financing -
many w/ private equity
with no money there is no mission
be realistic but aspirational

3

The Chief Financial Officer is seen as the primary resource to help troubleshoot business operational issues in the agency. Please walk us through an example of a time you helped a colleague address a significant budget or funding challenge.

Comments:

Excellent answer re grant -
bridge funding
administrative overhead

We are considering Adam Lane for the CFO position.

Name of Candidate: Adam Lane Company/Employer: Dates of Employment:	Reference Contact & Current Position/Title: Phone number and address:
1. How long have you known this individual? In what context?	Almost 8 years. Worked at EcoTrust for about 7.5 years and Adam hired me. Upon hire, reported to Adam as her manager for about two years. Then I was promoted and we worked peer to peer.
2. When this individual worked with you, what was their role? What were the reporting relationships?	
3. What would you consider to be this individual's greatest strengths?	Adam is an excellent communicator. Very thoughtful and quick, very sharp. When he was my manager, very good at team dynamics. Identifying opportunities for better collaboration. Negotiation skills, etc. Curious, not curious. When in a stressful situation, I would go to Adam to obtain his thoughts.
4. Prosper Portland has six cultural tenants that we embrace: Putting People First; Learning; Inclusion; Collaboration; Excellence; and Innovation. Based on these tenants, which do you feel aligns most with this person and which might be a challenge for them? Why do you feel this way and for their more challenging tenant, do you see them overcoming that challenge?	Align - inclusion. Adam and I together worked at the leadership level at EcoTrust were sort of the key drivers of our equity, diversity inclusion initiative. Most of the credit to our staff, but equity is baked within the EcoTrust mission. Staff did not feel we were living up to that. Adam went to bat from a financial perspective. Personally, did fundraising for equity assessments. Constant voice for inclusion. I have admired that especially in the last 3-4 years. Work more on: putting people first. Real thinker. His strengths around emotional intelligence is probably a little bit pause. Self-aware. Thinks quickly and sometimes that can be a negative. But first to acknowledge if the impact may have been a negative. Look at the situation, and remember to put yourself in someone's else's shoes.
5. In which areas does this individual need improvement? How did this affect their performance?	Very similar to above. Very singularly focused. He is so, so smart that sometimes he gets set in a direction. May miss what other people are saying/offering. He can lose people along the way. Adam can overly complicate messages and processes. At the staff level, I heard from colleagues, there was and is opportunity to simplify as terms of onboarding, processes, etc. My role would be to help him to streamline. What exactly was he going to roll out. Then think together of a different deployment.
6. What would you say is this individual's strongest interpersonal skill? Describe the quality of the relationships this person has with internal and external stakeholders and the proactive strategies used to develop those relationships.	Adam is very committed to building trust. When I see him interact with Board of Directors and leadership. Phenomenal trust, he is very competent in terms of what he delivers and very approachable. Very accepting of feedback. The way he shows up and seeks to build these relationships to build trust is amazing.

7. Describe a major accomplishment, contribution, or improvement this individual made while working with you.	<p>Worked together on the very significant transaction, high conflict; new market tax credit program. Been hearing a lot the kudos and praise, admiration and respect for Adam as he was in the hot seat. Such a challenging situation. The levity that he brought, he was diligent and unflappable during extreme negotiations.</p> <p>Leadership level – champion for inclusivity and equity work. I admire him for going to bat for that. Especially as a white male and coming from a place where he was seeing the agency falling short.</p> <p>Major overhaul of tracking and financial platform. He had a vision, did the research, tried to come up with a solution that will really make peoples work more effective. Sounds as though it is meeting those expectations as well.</p>
8. Describe this individual's collaboration skills. What do they bring to a team?	Collegiality. He is a lot of fun. He will come to a holiday party in a purple velvet suit. Create a special cocktail for a networking events. Stand behind a bar, he is fun!!! For all; available for all.
9. What are this individual's management style/effectiveness and 2-way communication skills?	Very strong communicator. Articulate. He gets a little tunnel vision. Took some work to get him to take those pauses. Although he will say and teach as a mentor of how important it is being open. Over time, our reporting relationship improved. Great relationship and respect. Making sure you can get him to pause and listen. Very accomplished business leader. Very adept in when and how to identify opportunities for learning. Very positive.
10. Do you consider this individual to be able to work in group settings/community meetings with stakeholders (speaking in public and listening in small group settings)?	Yes, with all the caveats mentioned above. Make sure Adam had some prep and talking points. Especially in high state public profile cases.
11. Why did this individual leave their job or why is he/she thinking of leaving?	Cares about organization deeply. Gives his all. Went through two failed successions. Hasn't been a typical non-profit. He's worked hard, but he is now ready for different challenges.
12. Would you say this individual met or clearly exceeded the job requirements during the time he/she worked with you? If so, how? If not, why?	n/a
13. Would you hire this individual again? Why?	n/a
14. What would you say is important for this individual's new manager to know about his/her preferred style for communication, direction, task assignment, etc.?	Focus on the interpersonal communication. Give him very open and honest feedback about his communication style. Be thoughtful in spending time with him. Super open. Adam takes direction very well. So, committed. Very clear direction.
15. Is there anything else you'd like to share about this candidate?	He would make a great addition to our team. So excited for him. So excited to see him grow.

We are considering Adam Lane for the CFO position.

Name of Candidate: Adam Lane Company/Employer: Dates of Employment:	Reference Contact & Current Position/Title: Phone number and address:
1. How long have you known this individual? In what context?	I've known Adam, it's been awhile maybe 10 years, he's been CFO at ECO trust for very long time, Ecotrust – one of their natural capital fund and made an investment in company I was running, after there was a transition, Adam came on our board of directors, he was my boss for 8 years. He started as a board member and shareholder of the company I was CEO, then he became chair of board.
2. When this individual worked with you, what was their role? What were the reporting relationships?	Supervisor in some respects.
3. What would you consider to be this individual's greatest strengths?	He's very values based. He's very smart and analytical. I think like any great CFO he handles the technical details but he also steps out and ask strategic questions.
4. Prosper Portland has six cultural tenants that we embrace: Putting People First; Learning; Inclusion; Collaboration; Excellence; and Innovation. Based on these tenants, which do you feel aligns most with this person and which might be a challenge for them? Why do you feel this way and for their more challenging tenant, do you see them overcoming that challenge?	I'd say inclusion, ECOtrust is particularly focused on tribes. Adam has translated that broadly to folks from rural areas, from disadvantaged backgrounds, communities of color, he's been one of the people even though this was a for profit company, brought those values and mission of company as much as the financial.--- not really I think he's strong and nothing stands out as deficient.
5. In which areas does this individual need improvement? How did this affect their performance?	I think a transition to the public sector would be an area of growth for Adam but I wouldn't have any doubts about his success transitioning to that realm.
6. What would you say is this individual's strongest interpersonal skill? Describe the quality of the relationships this person has with internal and external stakeholders and the proactive strategies used to develop those relationships.	I think he's really easy to talk, relationship oriented, some CFOs (think stereotype) but he's more social and relationships oriented. Yes, he develops quality relationships with both internal and external stakeholders.
7. Describe a major accomplishment, contribution, or improvement this individual made while working with you.	He helped us structure transactions and big strategic decisions, breaks them down into smaller parts. We were trying to figure out times what we were going to do, he helped strategize on capital. Very helpful in hiring. He was helpful in that. I was structuring FML and he help me with that in a way that was beneficial for our staff but also practical for the business.
8. Describe this individual's collaboration skills. What do they bring to a team?	You know he has a mix of private and public sector experience. Board of relatively small company, He's been involved with entrepreneurial non-profit. Breadth of it, asks questions of

	deal/strategy that helps think through best options. Would be extremely helpful to Prosper Portland.
9. What are this individual's management style/effectiveness and 2-way communication skills?	I don't know if I have direct experience with that, he's concise and clear in what he wants, haven't seen him been
10. Why did this individual leave their job or why is he/she thinking of leaving?	Not really, 10 years at Ecotrust interested in new opportunities.
11. Would you say this individual met or clearly exceeded the job requirements during the time he/she worked with you? If so, how? If not, why?	Yes
12. Would you hire this individual again? Why?	Absolutely.
13. What would you say is important for this individual's new manager to know about his/her preferred style for communication, direction, task assignment, etc.?	n/a
14. Do you consider this individual to be able to work in group settings/community meetings with stakeholders (speaking in public and listening in small group settings)?	Yes of course. And I've witnessed that with employees and investors.
15. Is there anything else you'd like to share about this candidate?	No, I think he's great, he be fantastic hire.

Candidate One:**Strengths**

- Extensive experience in culture
- Good listener
- "Humility and empathy"
- Cross sector

- CPA

Challenges

- social equity was not clearly defined
- No mention of URPA
- Time management
- Manager to manager only

- eq

Candidate Two: Adam Lane**Strengths**

- Great education background
- Good communicator - relaxed - straight forward
- Comfortable with complexity
- Shame vulnerable

Challenges

- First year job
- Not CPA
- No mention of URPA

CPFO

Candidate One:

Strengths

Very knowledgeable about Finance; has held role of CFO; ability to setup implement systems; Detailed and methodical. CPA/MBA

Challenges

Making Change to Prosper; time-management Challenge; Equity; why Prosper?

Candidate Two: Adam Lane

Strengths

Sener; understands Equity from privilege standpoint; Creative

Challenges

Transitioning to Prosper. Not CPA

Candidate One:**Strengths**

- cross sector
- ready to change things

Challenges

- weak social equity
- no good time management
- no strong example of collaboration

Candidate Two: Adam Lane**Strengths**

great energy collaborative
honest likes a challenge
great experience
complexity undertaken

Challenges

4/6

Candidate One:**Strengths**

Deliberate + thoughtful.

Collaborative according to his description.

Best guess strong mix of private sector + nonprofit.

- IT. Accounting.

Challenges

Answers sounded a bit. Not sure if that's just name format.

Not sure why Prosper Portfolio.

D. Hard to judge technical ability for questions.

Candidate Two: Adam Lane**Strengths**

Focused on mission.

Thoughtful about audience. For financial + budget info.

Rob analysis in context of goals + assumptions.

Challenges

~ CPA - not important

- field - judge?

Candidate One:

Strengths

Thoughtful
Nice person

Challenges

Circles the questions for a while rather than directly answers.
exhausting to listen to him not get to point
obvious responses to Qs, not very deep or ^{impressive} ~~convincing~~
Simplistic
No time input

Candidate Two: Adam Lane

Strengths

Gets to point, makes good points.
Injects realism into complex Qs, seems
to master the Qs.
Smart, Funny.

Challenges

Glib?

Candidate One:**Strengths**

- Thoughtful & measured
- Technical experience is strong - accts
- Appears to be a kind & compassionate manager
- CPA
- Doesn't mind getting in weeds
-

Challenges

- Doesn't have public sector background - working in a political environment could be a big Δ
- low energy? or just mellow?
- his answer to why PZ was weak

Candidate Two: Adam Lane**Strengths**

- Good energy level
- Great answer to why he wants to be here - focus on mission
- Analytical strength high
-

Challenges

- No acctg background - may need some additional education

Candidate One:

Strengths

CPA, MBA

Challenges

EQ / awareness?
B2 / mgmt goals re perf. analysis
IT change mgmt
equity question
interpersonal question
Simplistic re silos

Candidate Two: Adam Lane

Strengths

Sense of humor
understands context matters
creativity
social mission / equity
self-reflective

Challenges



**PROSPER
PORTLAND**
Building an Equitable Economy



PROSPER PORTLAND CREATES ECONOMIC GROWTH AND OPPORTUNITY FOR PORTLAND

Chief Financial Officer

This position is Non-Represented and is Exempt

Salary Range: \$144,512 - \$209,532

Open Until Filled – First Review of Applications on Tuesday, September 25

Prosper Portland, the City of Portland's economic development agency, is seeking a proven financial executive with the skills and experience to guide the agency's financial and internal operations that will enhance our ability to be an equitable, innovative, and financially sustainable organization.

The ideal candidate will have significant experience in both public and private sector finance and administration. They will possess excellent communication, organizational and problem-solving skills along with the flexibility and willingness to exchange and encourage new ideas. They will be a dynamic leader and consensus builder who can collaborate with all levels of the organization in a way that embraces Prosper Portland's cultural values of learning, innovation, putting people first, inclusion and excellence.

The CFO reports to the Executive Director and leads the managers and professional staff of the Finance and Business Operations Department. The team is responsible for the agency's overall fiscal, budget, procurement, administrative, and risk management; information technology systems; and compliance with applicable laws, professional standards and internal policy.

The CFO serves as the Chair of the Financial Investment Committee and works closely with the Development & Investment departments to steward and structure investments through business lending and real estate focused public/private partnerships. The CFO establishes and maintains strong working relationships with business leaders, Prosper Portland Commissioners, government agencies, auditors, consultants, attorneys, and lenders.

The selected candidate will oversee implementation of the 10 Year Financial Sustainability Plan – including updating internal practices and annual adjustments in return targets and budgetary adjustments. They will help the agency identify, deploy and monitor new funding and financing sources for capital investments and operations.

Prosper Portland is the economic and urban development agency for the city of Portland. Our work is based on four cornerstones: growing family-wage jobs, advancing opportunities for prosperity, collaborating with partners for an equitable city, and creating vibrant neighborhoods and communities. We make racial equity the foundation of our community and economic development work. Within our workplace and working with our partners, we embrace values of authentic inclusion, transparency, and collaboration.

☒ this is an internal/external recruitment

☐ this is an internal only recruitment

How To Apply

Interested parties must complete an online employment application to be considered. Applications are available as a paperless, on-line process at <http://prosperportland.us/for-job-seekers/>.

Prosper Portland is an equal opportunity employer. We do not discriminate on the basis of race, color, religion, sex, national origin, ancestry, age, marital or veteran status, family status, disability, sexual orientation, gender identity, source of income or any protected status. Prosper Portland values diversity and encourages everyone who is interested to apply.

Reasonable accommodation is provided upon request for people with disabilities. Please contact Human Resources at 503-823-3242 or answer the questions within the application if you will need a reasonable accommodation to participate in the application and selection process.

Applicant materials that are incomplete will not be considered.

Position Summary

The Chief Financial Officer is responsible for strategic guidance and oversight of the agency's financial and internal operations to enhance Prosper Portland's ability to be an equitable, innovative, and financially sustainable agency. The position leads the managers and professional staff of the Finance and Business Operations Department, which is responsible for the agency's overall fiscal, budget, procurement, administrative, and risk management; the ongoing development and monitoring of control systems designed to preserve assets and report accurate financial results; information technology systems; and compliance with applicable laws, professional standards and internal policy. The CFO serves as the Chair of the Financial Investment Committee and provides financial analyses and recommendations that support enterprise-wide policy, strategy, and operating objectives. As member of the Prosper Portland Executive Team, the CFO demonstrates high-level leadership and works collaboratively with partners inside and outside the agency. The position collaborates with, supports, and provides expert advice to staff and managers in all departments, the Executive Director, and the agency's Board of Commissioners in areas of assigned responsibility to meet organizational objectives while optimizing the utilization of agency resources.

Essential Functions & Major Responsibilities

Financial and Risk Management

- a) With Executive Team, monitors agency financials, outcomes and performance metrics to ensure accountability and effective management of resources.
- b) Oversees the preparation of Prosper Portland's financial statements in accordance with GAAP, federal, state and other reporting requirements. Oversees annual independent financial audit and ensures compliance with legal requirements and agency policies and procedures.
- c) Serves as Chair of the Financial Investment Committee and provides financial analyses and recommendations that support enterprise-wide policy, strategy, and operating objectives to Board and Executive Director. Develops periodic reports on financial assistance activity.
- d) Understands and mitigates key elements of the agency's risk profile. Oversees development and maintenance of internal control systems to safeguard financial assets of the organization.

Planning and Resource Development

- e) Works closely with the Board and Executive Team in planning, refining, and executing the agency's Long-Term Financial Sustainability Plan and related resource development targets.
- f) Oversees the development, implementation, and reporting of Prosper Portland's operating budget and capital budget, five-year forecast, and long-range financial planning in line with the agency's strategic objectives, mission, and values.
- g) Provides Executive Team, managers and staff with advice on the financial implications of business activities and assists in identifying business solutions as appropriate.

Funding

- h) Oversees Prosper Portland's cash management strategies to maximize resources available for projects and programs in coordination with Leadership Team, and the City of Portland's Office of Management and Finance.
- i) Works in conjunction with the City of Portland Debt Manager to issue tax increment financing debt.
- j) Oversees the Agency's private debt financings in compliance with City Debt Policy.
- k) Evaluates and supports development of new financial tools/resources and entities to achieve strategic priorities of agency and partners

Leadership and Operations

- l) Inspires excellence, demonstrates leadership, and builds consensus within the Finance and Business Operations (FBO) Department and throughout the agency.

- m) Directs and evaluates the work of FBO which includes Finance (Accounting, Financial Planning, Loan Servicing and Payroll) and Business Operations (Contracts, Information Technology, Procurement, Records and Risk Management).
- n) With department managers, develops, implements and monitors performance goals and work plans to achieve department goals and agency Strategic Plan, Long-Term Financial Sustainability Plan and Equity objectives.
- o) Plans and evaluates the performance of direct reports.
- p) Directs the development of and monitors performance against the department budget.
- q) Implements and updates fiscal and administrative policies and procedures of the organization by way of systems that will improve the overall operation and effectiveness of the agency.

Additional Responsibilities and Functions

- Analyzes and makes recommendations regarding proposed changes to federal, state and local laws, regulations and rules as well court decisions affecting the agency's financial condition.
- Performs all other relevant duties as assigned.

Job Scope

- Responsible for managing the financial integrity of Prosper Portland by providing strategic direction.
- Provides leadership and overall direction to the Finance and Business Operations (FBO) Department in alignment with Prosper Portland's values. Responsible for managing and motivating the FBO staff, creating and maintaining an inclusive and positive work environment, and supporting staff development.
- Serves as a member of the Executive Team supporting, developing, and achieving practices and policies that advance equity and inclusion.
- Accountable for FBO Department's performance in all areas including efficiency and effectiveness of the group, project and service delivery, compliance with internal policies and procedures, ethical and legal conduct of staff.
- Carries out daily operations involving work that is highly complex, broad in scope, and publicly visible, with initiative and creativity; exercises sound professional judgment, excellent problem-solving skills and exemplary interpersonal tact.
- Work has broad impact on overall performance in meeting agency and City goals; errors in work or judgment may adversely affect the credibility of the agency
- Demonstrates sophisticated understanding of the underlying business of the organization to provide guidance and oversight designed to serve the needs of the Agency and partners.
- Determines relevant practices and procedures and applies personal knowledge of financial principles and contributes to the development of new concepts.
- Exercises sound judgement within complex and changing legal, political, and governmental environments.
- Executes contracts with signature authority of \$100,000.
- Speaks for and represents the agency at the highest levels.

Supervisory Responsibilities

Directly supervises FBO managers including the Finance Manager and Business Operations Manager and provides leadership of Finance and Business Operations department.

Leadership Responsibilities

Position is expected to function in a leadership role by clearly demonstrating and acting in accordance with Prosper Portland's values, serving as a positive role model for others within the organization.

Qualifications

Minimum Knowledge, Skills, and Abilities

- Knowledge of and experience with theory, principles, practices of finance and administration, including accounting, budgeting, financial planning, finance, asset management, financial reporting, purchasing, public contracting, risk management, internal controls and information technology.
- Demonstrated experience monitoring and controlling budget and financial resources and providing sound stewardship and risk management in the delivery of services to accomplish agency goals; commitment to accountability and compliance as fundamental to operations; and knowledge of federal, state and local laws and regulations applicable to areas of responsibility.
- Proven leadership skills including strategic thinking, relationship building and personnel management.
- Excellent interpersonal skills.
- Demonstrated ability to establish and maintain highly effective working relationships with members of governing bodies, directors, managers, colleagues, auditors, and other stakeholders.
- Excellent communication skills, with the ability to communicate effectively with varied audiences and explain complex financial information in a thorough and understandable manner.
- Experience developing and implementing innovative strategies tied to broader organizational objectives. Ability to lead change.
- Tactful, diplomatic, and discrete in dealing with sensitive, complex and confidential matters.
- A demonstrated track record in building and supporting diverse teams and maintaining positive, professional, inclusive work environments.
- Ability to work effectively on complex issues with a wide range of stakeholders who have different positions and interests, and effectively manage politically sensitive and confidential information.

Minimum Education and/or Training

A bachelor's degree in public or business administration, finance, economics, accounting or a closely related field and/or a combination of equivalent education and experience.

Minimum Experience

A minimum of ten years of progressively responsible experience in financial management and/or leadership roles; or an equivalent combination of training and experience.

Preferred Education/Training and/or Experience

CPA, CMA, CPFO and/or master's degree in public or business administration. Experience in or working with governmental entities. Experience in financial services industry.

Interpersonal Contacts

The CFO serves as a member of the Prosper Portland's Leadership Team. This position develops and maintains relationships with a range of high level partners and represents the Agency in a variety of situations. External contacts include the public, business leaders, Prosper Portland Commissioners, government agencies, auditors, consultants, attorneys, and lenders. Internal contacts include interaction with represented and non-represented staff at all levels and across many disciplines.

All positions are expected to represent Prosper Portland's policy and interests in all contacts, including communications that are extremely sensitive and confidential in nature, requiring discretion at all times.

Working Conditions

Normal working hours Monday through Friday [8am-5pm] in an office environment; however, additional hours may be needed to meet deadlines. Additional hours will be required to attend after-hours meetings. Incumbent must be able to perform effectively under stressful conditions, including uncertain economic and political realities, limited staffing and tight timelines.

We are considering Adam Lane for the CFO position.

Name of Candidate: Adam Lane Company/Employer: Dates of Employment:	Reference Contact & Current Position/Title: REDACTED Phone number and address: REDACTED
1. How long have you known this individual? In what context?	Almost 8 years. Worked at EcoTrust for about 7.5 years and Adam hired me. Upon hire, reported to Adam as her manager for about two years. Then I was promoted and we worked peer to peer.
2. When this individual worked with you, what was their role? What were the reporting relationships?	
3. What would you consider to be this individual's greatest strengths?	Adam is an excellent communicator. Very thoughtful and quick, very sharp. When he was my manager, very good at team dynamics. Identifying opportunities for better collaboration. Negotiation skills, etc. Curious, not curious. When in a stressful situation, I would go to Adam to obtain his thoughts.
4. Prosper Portland has six cultural tenants that we embrace: Putting People First; Learning; Inclusion; Collaboration; Excellence; and Innovation. Based on these tenants, which do you feel aligns most with this person and which might be a challenge for them? Why do you feel this way and for their more challenging tenant, do you see them overcoming that challenge?	Align – inclusion. Adam and I together worked at the leadership level at EcoTrust were sort of the key drivers of our equity, diversity inclusion initiative. Most of the credit to our staff, but equity is baked within the EcoTrust mission. Staff did not feel we were living up to that. Adam went to bat from a financial perspective. Personally, did fundraising for equity assessments. Constant voice for inclusion. I have admired that especially in the last 3-4 years. Work more on: putting people first. Real thinker. His strengths around emotional intelligence is probably a little bit pause. Self-aware. Thinks quickly and sometimes that can be a negative. But first to acknowledge if the impact may have been a negative. Look at the situation, and remember to put yourself in someone's else's shoes.
5. In which areas does this individual need improvement? How did this affect their performance?	Very similar to above. Very singularly focused. He is so, so smart that sometimes he gets set in a direction. May miss what other people are saying/offering. He can lose people along the way. Adam can overly complicate messages and processes. At the staff level, I heard from colleagues, there was and is opportunity to simplify as terms of onboarding, processes, etc. My role would be to help him to streamline. What exactly was he going to roll out. Then think together of a different deployment.
6. What would you say is this individual's strongest interpersonal skill? Describe the quality of the relationships this person has with internal and external stakeholders and the proactive strategies used to develop those relationships.	Adam is very committed to building trust. When I see him interact with Board of Directors and leadership. Phenomenal trust, he is very competent in terms of what he delivers and very approachable. Very accepting of feedback. The way he shows up and seeks to build these relationships to build trust is amazing.

7. Describe a major accomplishment, contribution, or improvement this individual made while working with you.	<p>Worked together on the very significant transaction, high conflict; new market tax credit program. Been hearing a lot the kudos and praise, admiration and respect for Adam as he was in the hot seat. Such a challenging situation. The levity that he brought, he was diligent and unflappable during extreme negotiations.</p> <p>Leadership level – champion for inclusivity and equity work. I admire him for going to bat for that. Especially as a white male and coming from a place where he was seeing the agency falling short.</p> <p>Major overhaul of tracking and financial platform. He had a vision, did the research, tried to come up with a solution that will really make peoples work more effective. Sounds as though it is meeting those expectations as well.</p>
8. Describe this individual's collaboration skills. What do they bring to a team?	Collegiality. He is a lot of fun. He will come to a holiday party in a purple velvet suit. Create a special cocktail for a networking events. Stand behind a bar, he is fun!!! For all; available for all.
9. What are this individual's management style/effectiveness and 2-way communication skills?	Very strong communicator. Articulate. He gets a little tunnel vision. Took some work to get him to take those pauses. Although he will say and teach as a mentor of how important it is being open. Over time, our reporting relationship improved. Great relationship and respect. Making sure you can get him to pause and listen. Very accomplished business leader. Very adept in when and how to identify opportunities for learning. Very positive.
10. Do you consider this individual to be able to work in group settings/community meetings with stakeholders (speaking in public and listening in small group settings)?	Yes, with all the caveats mentioned above. Make sure Adam had some prep and talking points. Especially in high state public profile cases.
11. Why did this individual leave their job or why is he/she thinking of leaving?	Cares about organization deeply. Gives his all. Went through two failed successions. Hasn't been a typical non-profit. He's worked hard, but he is now ready for different challenges.
12. Would you say this individual met or clearly exceeded the job requirements during the time he/she worked with you? If so, how? If not, why?	n/a
13. Would you hire this individual again? Why?	n/a
14. What would you say is important for this individual's new manager to know about his/her preferred style for communication, direction, task assignment, etc.?	Focus on the interpersonal communication. Give him very open and honest feedback about his communication style. Be thoughtful in spending time with him. Super open. Adam takes direction very well. So, committed. Very clear direction.
15. Is there anything else you'd like to share about this candidate?	He would make a great addition to our team. So excited for him. So excited to see him grow.

We are considering Adam Lane for the CFO position.

Name of Candidate: Adam Lane Company/Employer: Dates of Employment:	Reference Contact & Current Position/Title: [REDACTED] Phone number and address:
1. How long have you known this individual? In what context?	I've known Adam, it's been awhile maybe 10 years, he's been CFO at ECO trust for very long time, Ecotrust – one of their natural capital fund and made an investment in company I was running, after there was a transition, Adam came on our board of directors, he was my boss for 8 years. He started as a board member and shareholder of the company I was CEO, then he became chair of board.
2. When this individual worked with you, what was their role? What were the reporting relationships?	Supervisor in some respects.
3. What would you consider to be this individual's greatest strengths?	He's very values based. He's very smart and analytical. I think like any great CFO he handles the technical details but he also steps out and ask strategic questions.
4. Prosper Portland has six cultural tenants that we embrace: Putting People First; Learning; Inclusion; Collaboration; Excellence; and Innovation. Based on these tenants, which do you feel aligns most with this person and which might be a challenge for them? Why do you feel this way and for their more challenging tenant, do you see them overcoming that challenge?	I'd say inclusion, ECOtrust is particularly focused on tribes. Adam has translated that broadly to folks from rural areas, from disadvantaged backgrounds, communities of color, he's been one of the people even though this was a for profit company, brought those values and mission of company as much as the financial.--- not really I think he's strong and nothing stands out as deficient.
5. In which areas does this individual need improvement? How did this affect their performance?	I think a transition to the public sector would be an area of growth for Adam but I wouldn't have any doubts about his success transitioning to that realm.
6. What would you say is this individual's strongest interpersonal skill? Describe the quality of the relationships this person has with internal and external stakeholders and the proactive strategies used to develop those relationships.	I think he's really easy to talk, relationship oriented, some CFOs (think stereotype) but he's more social and relationships oriented. Yes, he develops quality relationships with both internal and external stakeholders.
7. Describe a major accomplishment, contribution, or improvement this individual made while working with you.	He helped us structure transactions and big strategic decisions, breaks them down into smaller parts. We were trying to figure out times what we were going to do, he helped strategize on capital. Very helpful in hiring. He was helpful in that. I was structuring FML and he help me with that in a way that was beneficial for our staff but also practical for the business.
8. Describe this individual's collaboration skills. What do they bring to a team?	You know he has a mix of private and public sector experience. Board of relatively small company, He's been involved with entrepreneurial non-profit. Breadth of it, asks questions of

	deal/strategy that helps think through best options. Would be extremely helpful to Prosper Portland.
9. What are this individual's management style/effectiveness and 2-way communication skills?	I don't know if I have direct experience with that, he's concise and clear in what he wants, haven't seen him been
10. Why did this individual leave their job or why is he/she thinking of leaving?	Not really, 10 years at Ecotrust interested in new opportunities.
11. Would you say this individual met or clearly exceeded the job requirements during the time he/she worked with you? If so, how? If not, why?	Yes
12. Would you hire this individual again? Why?	Absolutely.
13. What would you say is important for this individual's new manager to know about his/her preferred style for communication, direction, task assignment, etc.?	
14. Do you consider this individual to be able to work in group settings/community meetings with stakeholders (speaking in public and listening in small group settings)?	Yes of course. And I've witnessed that with employees and investors.
15. Is there anything else you'd like to share about this candidate?	No, I think he's great, he be fantastic hire.

Chief Financial Officer Applicants- 9/28/2018

[illegible]